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**Viktor Portmann**

Project Manager, Department of Foreign Affairs, Switzerland

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# Driver's Seat

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**In the Management section:** When IT users and the help desk staff are throwing virtual spitballs at each other, everybody loses. Here are some tips for thawing the cold war. **Page 42**

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### Outsourcing in India: A View From the Recruiting Trenches

**OUTSOURCING:** When looking for candidates to fill management positions in India, it's important to consider local values and potential culture clashes, advises Korn/Ferry International's Gita Dang. **QuickLink S0948**

### Enterprise SAN for Mac OS X Server

**MACINTOSH:** Columnist Yuval Kossovsky offers a primer on storage-area networks in Part I of this three-part series. (He will follow up with a piece on Mac OS X and SAN enterprise backups.) **QuickLink S1270**

### Digital Media Firm Drives Down Costs With ILM

**STORAGE:** Loudbox, which serves more than 4 million song samples a month, needed a storage system that could hold all that data without breaking the bank. **QuickLink S1294**

### Safer Web Browsing

**SECURITY:** Many companies put their networks at risk by failing to properly secure public Web sites. Network Security Technology's Daniel J. Frammell provides tips on improving security. **QuickLink S0960**

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## AT DEADLINE

### AT&T Wins \$74M Networking Pact

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## Some IT managers share lessons from failed projects

BY MARK L. BISHOP

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National Instruments, an Austin-based maker of high-tech instrumentation products, runs the Oracle E-Business Suite III CRM application to support sales, marketing and services operations.

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Sealing Devices expects its latest project to deliver an ROI of 153% over five years. San Francisco-based Imzomcar, a provider of Internet tools to the automotive industry, also suffered through multiple CRM failures before undertaking a successful effort, which was based on Siebel's OnDemand hosted sales force automation software. Imzom-

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At the Siebel event, Imzomcars President Tej Sani said one of the keys to succeeding with CRM in a small or mid-

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Sani said the Imzomcars process includes input from the company's sales force. Sani credited the documentation and user input for the successful use of the new CRM system. In the past, sales personnel used CRM software only for basic calendaring, not for the full sales process, he said.

Meanwhile, Susan Knox, senior vice president of sales and marketing at eTelecare International in Monrovia, Calif., contended that "CRM rollout is fail because they don't have executive sponsorship." eTelecare, a provider of call center services, runs Siebel's OnDemand product. To succeed, it also helps to provide "early wins," such as rolling out the CRM applications in small increments to a limited number of users, she said.

© SIENNA

## Oracle Touts Apps at OpenWorld

SAN FRANCISCO

Oracle this week moved to arrange deals that it has taken its eyes off of its E-Business Suite, sending a number of announcements at the Oracle OpenWorld conference here.

The company used the OpenWorld stage to unveil the next-generation E-Business Suite 11i X3 package as well as a wide array of incremental enhancements to its X3 family of databases and infrastructure products.

In the process, Oracle appeared to be executing an effort to sell users on the benefits of E-Business Suite, which some observers said had been placed to languish while Oracle promoted its X3 offerings.

Oracle executives emphasized the tight integration between the X3 technology stack and the new application suite. The integration will enable companies to draw from more sources of customer information and have relevant data sent to

users via personalized dashboards, they said.

Pat Davis, president of the independent Oracle Applications Users Group and project officer for the Las Vegas city manager's office, said that while Oracle has been emphasizing its X3 products over 11i, the company's developers didn't let the product suite languish. "The No. 1 thing when building something is to have the foundation," she said.

## New Products

SOME OF THE PRODUCTS ORACLE ANNOUNCED AT OPENWORLD:

- Data hubs for product and financial information
- Oracle Files X3 content management software
- Oracle X3 Release 2 database software with new sorting, automated fail-over and security features

explaining why Oracle's strategy for promoting its infrastructure products makes sense.

Joshua Greenbaum, an analyst at Enterprise Applications Consulting in Berkeley, Calif., said that "it looks like applications may come out of the dark basement they've been in for the last few years. This could give Oracle the ability to give SAP a run for its money. We need that."

The integration between the X3 and 11i fits appeals to Jim Aulney, vice president of business systems at CRL, Richmond Capital LP, an Orlando-based financial services company.

Aulney said his company expects to go live with the X3 X3 suite next year, replacing E-Business Suite 11i.5.5. CRL users could take advantage of new technology built around the Oracle X3 portal for functions such as single sign-on, which would help streamline the need for multiple logins and help the company comply with the Sarbanes-Oxley Act, he said.

—Marc L. Sugrue



## Microsoft Offers More Support for NT Server - at a Price

Will charge flat fee for security fixes

BY CAROL BLIVA

IT managers at The Guardian Life Insurance Company of America knew that support for the company's Windows NT 4.0 servers was due to end on Dec. 31. But they hoped that Microsoft Corp. would relent and continue to provide security fixes free of charge, as it has sometimes done in the past.

Not this time. Microsoft announced Dec. 3 that it will continue to provide fixes for NT Server for security vulnerabilities classified as critical or important—but users will have to pay a flat fee as part of a new two-year custom support program that the vendor will launch on Jan. 1. Microsoft plans to offer a similar program for Exchange Server 5.5 after its support period expires at the end of 2005.

But in an e-mail poll of 23 former and current users of NT Server last week, only one—New York-based Guardian—said it plans to purchase the custom support option. Five of the respondents said they had completed migrations off of NT. Another 11 said that 10% or less of their servers are running NT, so they see no pressing need to pay for support.

### Dwindling Numbers

"Any server that is important enough to warrant maintenance should already have been upgraded," said Scott Campbell, director of IT operations at First American Title Insurance Co. in Santa Ana, Calif. Campbell said First American will probably run its dwindling number of NT servers, which handle small and lower-value applications, in an unsupported mode.

Bob Mathers, second vice president of IT operations at Guardian, declined to disclose the cost of the custom support program. But he said it is "pricey," particularly since he hadn't budgeted for the expense. He also noted that Guardian must submit a Windows Server 2003 migration

plan to Microsoft to gain approval for participating in the custom support program.

But 370 of Guardian's 1,100 Windows servers are NT-based and support domain controllers, homegroup business applications and the distribution of software updates to insurance agents in the field. So custom support is a "necessary evil" to enable an orderly transition to Windows Server 2003 next year, Mathers said.

Microsoft's support lifecycle policy, which was last updated in May [QuickLink 47207], calls for a minimum of five years of "mainstream" support followed by five years of "extended" support. How-

ever, the updated support policy applies only to software products released during the previous five years, thereby excluding Windows NT 4.0 Server, a 1996 release, and Exchange 5.5, from 1997.

Microsoft wouldn't disclose the custom-support price on NT but said the flat fee is the same regardless of the number of servers a company has. Peter Houston, senior director of Windows servicesability at Microsoft, said the program was designed to help the largest customers stay secure.

The fee is an annual one, but users can pay quarterly, according to Houston. Customers that migrate off of NT before a year is up won't have to pay for the remaining quarters, he said.

Two large customers with

users' support last week cited the following reasons for continuing to use Windows NT:

Upgrade too costly

Only operational applications run on NT now

Old hardware not replaced

Custom applications haven't been tested on newer releases

between 30% and 50% of their Windows servers still on NT said they won't purchase Microsoft's custom support. One, a U.K.-based financial institution, already negotiated a separate support deal. Peter Scheldt, CIO at Danske Bank A/S in Copenhagen, said his NT servers will run un-sup-

ported only for a short time until migration is done.

In April, IDC projected that 17% of the Windows server installed base would be using Windows NT 4.0 Server at year's end. "The fact that it's staying on pretty strong is an indication of the challenges customers face in getting off the product," IDC analyst AJ Gillen said last week.

About 15% of Oregon State University's Windows servers still run NT, boasting low-priority specialty applications. Jon Dolan, associate director of network services, said it's unlikely the Corvallis school will buy custom support.

"We've been migrating off 4.0 for some time and will use this as a reason to either upgrade the remaining servers or drop them off the network," Dolan said. **Q1397**

## BEA and Oracle Add SOA Tools to App Servers

BY HEATHER HEVENSTEIN

BEA Systems Inc. and Oracle Corp. last week detailed new features in their application servers that are designed to help companies build service-oriented architectures (SOA).

BEA announced the beta version of WebLogic Server Version 9.0, code-named Diablo, which executives said supports the development of Web services with new reliable messaging and high-availability features.

Diablo supports J2EE 1.4 and WS-ReliableMessaging and can provide enterprise-class messaging features, like store and forward capabilities, that are critical for Web services transactions, said Eric Stahl, senior director of product marketing at San Jose-based BEA. "If messages are lost, the infrastructure will roll back the transaction or send the message again," he said.

Diablo can also be used to upgrade applications and servers, allowing users to keep applications online, he said. The beta version of Diablo will be available this week. WebLogic Server 9.0 will ship by mid-2005.

Oracle unveiled Oracle Ap-

plication Server 10g Release 2 with support for SOA standards such as WS-Reliability and WS-Security as well as enhanced business process automation and monitoring capabilities at its annual OpenWorld conference in San Francisco. The application server will ship in stages through the first half of 2005.

"There are a lot of new capabilities for building Web services in Java," said Thomas Kurian, Oracle's senior vice president of server technologies. He added that a new tool called Business Activity Monitoring can "monitor business

processes, enterprise applications and business events, and take corrective action."

### Competitive Advantages

The new messaging features will help BEA gain market share from rival integration and messaging vendors, said Shawn Willett, an analyst at Current Analysis Inc. in Sterling, Va. And Oracle has assembled a suite that moves it ahead of IBM in some areas, he added. "There is a lot of evidence that customers are ready for Business Activity Monitoring if it is packaged right," Willett said, adding that

the new integration capabilities correct a traditional Oracle weakness.

Spheris Inc. is migrating to Oracle's application server software for its reliability and scalability, said David Denise, vice president of applications at the medical transcription company in Franklin, Tenn.

Denise said Oracle's enhanced support for Web services will help Spheris integrate its systems with those of its partners.

"Every customer we work with has some sort of customization," he said. "If we can rapidly and agilely respond to their needs, [we get] a clear competitive advantage."

Aloha Airlines Inc. uses Oracle's application server software to expose reservations data from its mainframe as Web services. Soren Burkhardt, senior vice president and CIO at the Honolulu-based airline, said Oracle's BPEL Process Manager lets developers model business processes to see where process linkages occur.

"You can create a lot of stand-alone Web services, but if your coders have to manually code each point, you will have problems when the business changes," Burkhardt said. **Q1398**

### NEW FEATURES

#### BEA WEBLOGIC 9.0

■ BEA WebLogic 9.0c J2EE 5.0 Java Development Kit

■ Support for J2EE 1.4 and WS-ReliableMessaging standards

■ Messaging infrastructure to deliver high-volume messages between systems

■ Portal-based administration console to provide different views based on roles

■ Live application and server upgrade framework with production applications

#### ORACLE APPLICATION SERVER 10g RELEASE 2

■ Oracle JDeveloper 10g Release 2 with enhanced Java editing, compiling and deployment

■ Support for WS-Reliability and WS-Security standards

■ Business activity monitoring and transaction event management functionality

■ Integration features that support development of service-oriented architectures

## AT DEADLINE

### AT&T Wins \$174M Networking Pact

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**Staying Put**

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- Old hardware not replaced
- Custom applications haven't been tested on newer releases

between 80% and 90% of their Windows servers still on NT said they won't purchase Microsoft's custom support. One of a U.K.-based financial institution, already incorporated a separate support deal, Peter Schleidt, CIO at Danske Bank A/S in Copenhagen, said its NT servers will run unsup-

ported only for a short time, until migration is done.

In April IBM projected that 17% of the Windows server in stalled base would be using Windows NT 4.0 Server at year's end. "It's a stat that it's standing on pretty strong is an indication of the challenges customers face in getting off the product," IBM analyst Al Galfon said last week.

About 15% of Oregon State University's Windows servers still run NT, housing low priority, specialty applications. Dolan, associate director of network services, said it's unlikely the Corvallis school will buy custom support.

"We've been migrating off 4.0 for some time, and will use this as a reason to either upgrade the remaining servers or drop them off the network," Dolan said.

51597

## BEA and Oracle Add SOA Tools to App Servers

BY HEATHER HAVENSTEIN

BEA Systems Inc. and Oracle Corp. last week detailed new features in their application servers that are designed to help companies build service-oriented architectures (SOA).

BEA announced the beta version of WebLogic Server Version 9.0, code-named Diablo, which executives said supports the development of Web services with new reliable messaging and high-availability features.

Diablo supports J2EE 1.4 and WS-ReliableMessaging and can provide enterprise-class messaging features, like store and forward capabilities, that are critical for Web services transactions, said Eric Stahl, senior director of product marketing at San Jose-based BEA. "If messages are lost, the infrastructure will not back the transaction or send the message again," he said.

Diablo can also be used to upgrade applications and servers, allowing users to keep applications online, he said.

The beta version of Diablo will be available this week. WebLogic Server 9.0 will ship by mid-2005.

Oracle unveiled Oracle Ap-

plication Server 10g Release 2 with support for SOA standards such as WS-Reliability and WS-Security as well as enhanced business process automation and monitoring capabilities at its annual OpenWorld conference in San Francisco. The application server will ship in stages through the first half of 2005.

"There are a lot of new capabilities for building Web services in Java," said Thomas Kurian, Oracle's senior vice president of server technologies. He added that a new tool called Business Activity Monitoring can "monitor business

processes, enterprise applications and business events, and take corrective action."

### Competitive Advantages

The new messaging features will help BEA gain market share from rival integration and messaging vendors, said Shawn Willett, an analyst at Current Analysis Inc. in Sterling, Va. And Oracle has assembled a suite that moves it ahead of IBM in some areas, he added. "There is a lot of evidence that customers are ready for Business Activity Monitoring if it is packaged right," Willett said, adding that

the new integration capabilities correct a traditional Oracle weakness.

Sphers Inc. is migrating to Oracle's application server software for its reliability and scalability, said David Denise, vice president of applications at the medical transcription company in Franklin, Tenn.

Denise said Oracle's enhanced support for Web services will help Sphers integrate its systems with those of its partners.

"Every customer we work with has some sort of customization," he said. "If we can rapidly and efficiently respond to their needs, [we get] a large competitive advantage."

Aloha Airlines Inc. uses Oracle's application server software to expose reservations data from its mainframe as Web services. Senor Burkhart, senior vice president and CIO at the Honolulu-based airline, said Oracle's BPEL Process Manager lets developers model business processes to see where process linkages occur.

"You can create a lot of stand-alone Web services, but if your coders have to manually code each point, you will have problems when the business changes," Burkhart said.

51598

### NEW FEATURES

#### BEA WEBLOGIC 9.0

- BEA WebLogic 9.0c Release 5.0 Java Development Kit
- Support for J2EE 1.4 and WS-ReliableMessaging standards
- Messaging infrastructure to deliver high-volume messages between systems
- Portal-based administration console to provide different views based on roles
- Live application and server upgrades in concert with production applications

#### ORACLE APP SERVER

- Oracle JDeveloper 10g Release 2 with enhanced Java editing, compiling and deployment
- Support for WS-Reliability and WS-Security standards
- Business activity monitoring and business event management functionality
- Integration features that support development of service-oriented architectures

## 3 Start-up Building Gridlike Tools

Former Oracle Corp., Sun Microsystems Inc. and BEA Systems Inc. executives last week launched Cassaff Corp. to build gridlike tools to automate IT operations, leverage commodity hardware and software, and govern network compute cycles. Founders include former BEA Chairman Bill Coleman, Sun Chairman Rob Dingell and Rich Green, who led Sun's Java group.

## Nortel to Restate Results Next Year

Nortel Networks Corp. last week said it plans to refile 2003 and first-half 2004 results starting Jan. 10. Nortel said it expects to report unaudited third-quarter results next week, along with updates to its previously announced estimated unaudited first- and second-quarter 2004 results and limited estimated unaudited results for 2001, 2002 and 2003.

## U.K. Agency Suffers Computer Mishaps

Some 40,000 computers in the U.K.'s Department for Work and Pensions lost access to their network last month when a software upgrade was incorrectly installed, the latest in a series of computer mishaps that the agency has experienced. Electronic Data Systems Corp., which runs the system, last week blamed the four-day disruption on an unscheduled software upgrade.

## Mozilla Releases Open-Source E-mail

The Mozilla Foundation last week released Version 1.0 of its Thunderbird e-mail client, just weeks after launching its Firefox 1.0 Web browser. The stand-alone open-source e-mail application, which has been in development since early 2003, offers a user-trainable junk-mail filter and a built-in RSS reader. Downloads of early versions have surpassed 1 million.

# ON THE MARK

HOT TECHNOLOGY TRENDS, NEW PRODUCT NEWS AND INDUSTRY GOSSIP



## Open-Source Rivals Go to the Mat...

... in a **middleware smackdown**. While it may not produce as bloody a match as the once-epic struggle between Microsoft and Sun did, JBoss Inc. and Gluecode Software Inc. are squaring off for a tussle over which of their open-source alternatives is more superior to proprietary J2EE-based middleware from IBM, BEA Systems Inc. and other vendors.



FLUEY  
runs BPM  
managing

This week, Atlanta-based JBoss unveils its JBoss Enterprise Middleware System (JBMS), an integrated software bundle that includes a Java application server, a business process management (BPM) engine and a set of Eclipse-based development tools. A corporate portal application is due to follow in next year's first quarter, and later in 2005, JBoss plans to ship an enterprise service bus that will perform interapplication messaging duties. Pricing for JBMS support starts at about \$10,000.

Gluecode announced its enterprise-class Java software stack last month, using application server, portal, database and BPM technologies from The Apache Software Founda-

tion (QuickLink 50817). The El Segundo, Calif.-based company has said it will add clustering capabilities and expanded Web services support to JBoss in the first quarter of 2005. Annual support fees start at \$3,500.

The rival offerings are getting the competitive juices flowing inside the CEOs of the two open-source companies. Gluecode's Winston Damarillo suggested that using open-source technology managed and controlled by a single company, such as JBoss, is less pure than relying on tools from a nonprofit group like Apache.

Meanwhile, JBoss boss Marc Fleury dismissed Gluecode's use of proprietary integration code that can't be relicensed on



DAMARILLO  
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an open-source basis as definitely impure. Of course, you can avoid the intramural shuffle by downloading all the open-source technology for free and integrating it yourself. But what fun would that be? Stay tuned.

### Postini turns on encryption feature...

... that's available to almost everyone. Each day, more than 30 million of the e-mail messages processed by Postini Inc.'s antispam service require transmission via the Transport Layer Security (TLS) protocol. So the Redwood City, Calif.-based vendor has now added a TLS encryption option. When a TLS-equipped server sends a message to another system that supports the protocol, encrypted packets are exchanged. If TLS isn't enabled on the system at the receiving end, clear-text packets can still be processed. With TLS, end users don't need to do anything to secure their data, says Andrew Lochart, director of product marketing at Postini. He says that although TLS is requested on less than 10% of the total e-mail traffic that Postini handles, usage of the protocol is trending up. "Once you turn it on, you never have to worry about it again," Lochart claims. "It's become a question of why wouldn't you turn it on?"

### Give your help desk a break...

... and crack down on spyners. In a recent Gartner Inc. report, analyst Lydia Leung says some of her large corporate clients are reporting that as much as 25% of their help desk calls are coming from end users whose systems are overscheduled with spyware. Andy Ottom, director of marketing at InterMatrix Inc. in Braintree, Mass., says that's because there is so much spyware out there. Tens of thou-

## 35k

Number of spyware signatures in the current SpySubtract

sands of unique, tiny programs can hide inside your network, reporting to external sites on actions that

end users take in the course of their work—or, just as likely, while they're goofing around on the Internet. Ottom says InterMatrix's SpySubtract Enterprise Edition, which will ship next week, cleans up spyware and then continues to defend your network from new variants that try to sneak inside the firewall. SpySubtract uses a central console so you can control the distribution of spyware elimination and management utilities to desktops. It also comes with reporting tools that let you see which workgroups or individual end users have the most unsavory spyware problems. Pricing starts at \$2,250 for 100 users.

### "Information flows globally, but... people filter it locally."

That aphorism comes from Michael Chender, CEO of Co-Enterprise Inc. in Halifax, Nova Scotia. "Most companies don't have their knowledge organized beyond a shared disk drive," adds the pithy Chender. He says his company's ACIS knowledge management system provides a centralized "reservoir" of information that can be tuned for specific groups, locations or individuals. Version 5, which will ship in March, adds MicroSoft Outlook and Office integration and includes a search engine. The average starting price for a site license is \$100,000. ☐ 5141

## \$1.38

Knowledge management market in 2008 says Input



## BRIEFS

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# IT Execs Take Different Paths To Align With Business Units

Some tout strong IT guidance; others let users take the lead on priorities

BY PATRICK THIBODEAU  
OF GREENHILL, N.Y.

**S**PEAKING before a group of senior IT executives last week, James Woolwine, CIO at Majestic Insurance Co., outlined a governance model that gives the insurer's business units the power to set its technology priorities. He then asked for questions. But there was silence.

Surprised, Woolwine challenged his audience: "I'm telling you that you should exert control of your business. You should be yelling at me."

But there was a reason why no one took issue with Woolwine's comments at the CIO 2004 Summit, which was held

here by London-based Marcus Evans Ltd. IT managers interviewed at the conference said they all share the same goal: aligning IT with the business side. And, they explained, the approach used by San Francisco-based Majestic Insurance wasn't criticized because of the widespread recognition that there's no single way to accomplish the goal.

For instance, Andrew Carvalho, CIO at Austin Energy, said he thinks that a key to IT-business alignment is a very strong leadership style on his part. In dealing with the different business units that fight for IT dollars, Carvalho said he in-your-face approach is to tell business executives that

they will be more successful if they work with him.

The Austin-based utility company has steering committees that meet to help set IT strategy, but Carvalho said he also uses a heavily customized software tool to evaluate projects on a scale of 1 to 5. He analyzes a project's cost, its compliance with internal IT standards and its potential impact on customer satisfaction and business processes—all against the backdrop of how it aligns with Austin Energy's strategic direction.

Bruce Petros, chief technology officer at AG Interactive, the Internet business unit of American Greetings Corp. in Cleveland, said he encourages

experimentation and wants to hire IT professionals from other industries to stimulate new ways of thinking and avoid the "inbreeding" of ideas.

The push for innovation helped AG Interactive's IT staff develop ways to meet sharp increases in Web traffic, according to Petros. He said the company's IT budget was so tight that it forced workers to

try different strategies, including a shift to the open-source MySQL database and the use of asynchronous processing.

Michael Prince, CIO at Burlington Coat Factory Warehouse Corp., has tried to establish the Burlington, N.J.-based retailer as a technology innovator. Burling-



PRINCE says building the business side's trust in IT is key to product success.

ton Coat was among the first large companies to install Linux widely, and it's now deploying a Linux-based grid computing system.

But Prince said he thinks those projects have been possible only because of the trust the IT department has built with Burlington Coat's business users. Prince has been at the company since 1983, and many of his IT staff members also have long tenures.

"People have confidence that we know what we're doing," Prince said. Long-term employment in IT "adds something to a company's ability to be innovative and efficient," he added.

Despite the differences in the approaches they use, all the IT managers said that collaboration with business users is a crucial part of the push for alignment. "For IT to try to force business process change, that means resistance all the time," said Matthew Maguire, vice president of information services at Domino's Pizza Inc. **■ 51384**

## IT Cost-Cutting Shifts to Software

Enterprises reduce licenses for servers

BY THOMAS HOFFMAN

AFTER three years of cutting IT costs through server consolidation and selective outsourcing, enterprise IT shops are now focused on reducing software expenses, according to IT managers and analysts interviewed last week.

Several factors are contributing to this latest cost-cutting trend. For starters, as organizations shift from using groups of small servers to fewer, more powerful servers, fewer database and application software licenses are required for the machines.

In mid-2003, a city of Virginia Beach, Va., replaced five Intel-based servers that ran Microsoft Corp.'s SQL Server database system with two more powerful clustered servers from Hewlett-Packard

Co., said Michael French, an IT asset manager for the city. Virginia Beach, which is still in the process of upgrading from older SQL Server 7 databases to SQL Server 2000 systems, paid more in upfront licensing fees for the five-server configuration after shifting from an end-user-based licensing scheme to per-processor licensing, said French.

But even as the municipality adds more databases to support financial operations and other activities, it expects to achieve \$300,000 to \$400,000 in net cost savings over the next 18 to 24 months with fewer servers, he said.

### Ripple Effect

Preparations to meet the regulatory requirements of the Sarbanes-Oxley Act are also having a ripple effect on software license consolidations. As some software publishers request that customers vali-

diate compliance with licensing agreements, some audits are leading companies to discover active licenses for unused software. Companies are also finding out-of-date per-user licenses as workforces are cut or reworked.

"Enterprise customers are turning around and looking at this information to see where

### SOFTWARE LICENSING

As hardware consolidation efforts end, enterprise organizations have started focusing on reducing software costs.

Continued pressure on IT departments to cut costs.

Reduction in software licensing and maintenance fees through consolidation, a decrease in support staff required, and the elimination of "zombie" and redundant software.

they can further reduce their licensing costs," said Jenny Schuchert, vice president of program development at International Association of IT Asset Managers Inc., a Hartsville, Ohio-based software association with over 500 members.

There's certainly been a bigger uptick in software license consolidation over the past six months," she said. Rising software maintenance fees are also leading enterprise customers to more closely examine the number of licenses they have in place.

At Holiday Retirement Corp., a Salem, Ore.-based operator of senior citizen housing, all new software that's deployed must be budgeted with maintenance costs included, said CIO Steve McDowell. "As maintenance costs keep rising, we will have to look at other options, such as third-party maintenance [and] removing applications," he said.

Many IT managers have also discovered opportunities to slash software costs by re-

ducing the amount of shelfware, or unused software, within their organizations.

Lance Travis, an analyst at Boston-based AMR Research Inc., points to one manufacturing client that was able to save an estimated \$10 million to \$20 million at each of its six business units by reducing maintenance costs by eliminating unused software.

Companies are also becoming more aggressive about eliminating software duplications that came from mergers and acquisitions. An IT asset analyst for a large financial services company in the Midwest who requested anonymity said her firm is in the early stages of reviewing which software licenses it may be able to consolidate following a recent corporate divestiture. **■ 51387**

### SOFTWARE SWEEP

Read about proven strategies for identifying and cleaning out costly shelfware.

Circle 43 on page 43  
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Not knowing what business units' key to protect secrets

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### SOFTWARE LICENSING

A company may have a large number of licenses for software that is not being used. This can be a waste of money and a security risk. It is important to regularly audit software licenses to ensure that only the necessary licenses are being used.

There are several ways to audit software licenses. One way is to use a software license management tool. Another way is to manually review the software licenses.

It is important to keep track of software licenses to avoid paying for unnecessary licenses. This can help a company save money and reduce the risk of security breaches.

Regular software license audits are essential for any company that uses software. This helps ensure that only the necessary licenses are being used and that the company is not paying for unnecessary licenses.

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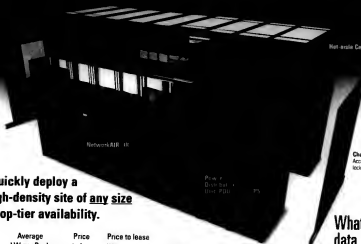
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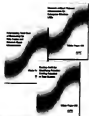
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## BRIEFS

## BT to Migrate Call Centers to VoIP

BT Group PLC last week said it will migrate its U.K. call centers to a new voice-over-IP system over two years. The system will allow 9,700 call center agents at 124 sites to work as one team in a single, virtual customer-contact center. BT will spend about \$5 million on new equipment from Nortel Networks Ltd. to replace private branch exchanges and call center software.

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IBM last week said its virtualization device, SAN Volume Controller Version 1.2.1, can manage EMC Corp.'s midrange arrays, the Clariion CX300, CX500 and CX700. With the addition of support for those products, IBM's SAN Volume Controller appliance can now manage EMC's entire line of storage arrays.

## Vendors Join to Promote Grid

Last week, Dell Inc., EMC, Intel Corp. and Oracle Corp. announced that they are undertaking a joint effort to prove that grid technology can work in the business world. The MegaGrid project is hosted at Oracle's Global IT Data Center. The partners' first system clusters up to 20 Dell PowerEdge servers. The group will also publish guides for deploying and managing clusters running Red Hat Linux.

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IBM last week said it tested a new technique for improving performance that will lead to smaller, more powerful chips over the next decade. IBM said it discovered a way to use germanium to improve the flow of electrons. Transistors built with strained germanium can have three times the performance of conventional transistors, the company said.

## Fight Against Phishing Moves to a New Level

Consortium brings together companies, law enforcement to target e-mail scams

**T**HE ANTI-PHISHING CONSORTIUM that includes financial services firms, Internet service providers, IT vendors and law enforcement agencies represents one of the most concerted efforts yet to curb the growing problem of e-mail fraud that has become a financial services firms, Internet service providers, IT vendors and law enforcement agencies represents one of the most concerted efforts yet to curb the growing problem of e-mail fraud that has become a

The Digital PhishNet group includes companies such as Microsoft Corp., America Online Inc., VeriSign Inc. and EarthLink Inc., as well as government institutions such as the FBI, the Federal Trade Commission, the U.S. Secret Service and the U.S. Postal Inspection Service.

Phishing attacks use e-mail messages that appear to come from reputable companies to try to convince recipients to go to spoofed Web sites and disclose their credit card numbers and other personal information. The onslaught of attacks has prompted companies such as Barclays Bank PLC and eBay Inc. to adopt new technology designed to detect phishing scams and help consumers verify the authenticity of Web sites (Quick Link 49944).

## Better Information Flow

Digital PhishNet's goal is to enable a better flow of information about phishing attacks between companies and law enforcement agencies, said Dan Larkin, unit chief at the FBI's Internet Crime Complaint Center. Because phishers can rapidly create and dismantle phony Web sites, "the key to stopping them is to identify and target them quickly," Larkin said. "Our industry partners have a unique perspective regarding these schemes and how they look

early on that we in law enforcement don't always have." Companies have to "spoon-feed" government agencies a lot of the information that's needed to go after phishers, said Avivah Litan, an analyst at Gartner Inc.

"Law enforcement is not really equipped to deal with these cybercriminals," she said. "They don't have the technical skills or the staff."

Between July and October, the number of known phishing Web sites grew by an average of 25% per month, with 1,142 active sites reported in October, according to the Anti-Phishing Working Group (APWG).

Litan said that in the 12-

month period that ended last April, fraudulent activities resulting from phishing attacks cost victims a total of \$1.2 billion, with U.S. companies bearing most of those costs.

Digital PhishNet isn't the first industry group created to fight phishing. The APWG says its membership includes more than 650 companies plus law enforcement agencies from the U.S. and three other countries. In addition, the New York-based Financial Services Technology Consortium (FSTC) in September announced an anti-phishing initiative involving nearly 30 financial institutions and IT vendors.

But a key difference is Digital PhishNet's emphasis on enforcement activities, said Dave Alampi, vice president of marketing at Digital River Inc., an

## Group Polishes Guidelines On HIPAA Security Rules

Seeks to ease the implementation of controls on data

BY JAHNIMAR VIJAYAN

A working group made up of members from three organizations plans this month to release guidelines for complying with the data security requirements of the Health Insurance Portability and Accountability Act (HIPAA).

The clock is ticking for health care companies to comply with HIPAA's security provisions, which will take effect in April. The Healthcare Security Workgroup began developing the compliance guidelines in November 2003 and was originally supposed to release them around the middle of this year. But the complexity of pulling the needed information together delayed the project, said Devin Jopp, chief

operating officer at URAC, a nonprofit accreditation agency for the health care industry. "It's taken a lot of [tough] legs," Jopp said. "It was ambitious, but the group has finally been able to put it together."

The Healthcare Security Workgroup includes representatives from Washington-based URAC, the Workgroup for Electronic Data Interchange (WEDI) in Reston, Va., and the National Institute of Standards and Technology, which is part of the U.S. Department of Commerce.

## Data Protection

HIPAA's security rules, which were published in The Federal Register in April 2003, specify administrative, technical and physical measures that companies have to implement to protect confidential patient data.

Jopp said the working group's compliance guidelines

## Phishing Fighters



Eden Prairie, Minn.-based company that develops and runs e-commerce sites. "The reason this alliance was formed is not just to raise awareness of the problem but to take a proactive stance in tracking [phishers] and shutting them down," he said.

Judy Lin, an executive vice president at Mountain View, Calif.-based VeriSign, said Digital PhishNet will also investigate ways of legally using technology to bring down sites used to launch phishing attacks. **CS 51390**

are based on a variety of sources, including best practices documents, case studies and standards efforts by organizations such as the Healthcare Information and Management Systems Society.

The guidelines are meant to give IT and business managers "a better feel for what it will take to comply" with the HIPAA rules, said Mark McLaughlin, a Dubuque, Iowa-based regulatory policy analyst at McKesson Corp. McLaughlin is an adviser to the WEDI and co-chairman of the security working group.

Such guidance could be potentially useful, especially for smaller health care organizations that might be struggling to understand HIPAA's requirements, said a former member of the working group who requested anonymity.

"The problem with the security rule is that it isn't easy to implement," he said, adding that many companies "are looking for someone to tell them, 'Here's how to do it.'"

**CS 51396**



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## GLOBAL

## An International IT News Digest

## 'Zinc Whiskers' Vex Aussie Data Centers

SYDNEY

TWO GOVERNMENT AGENCIES — the Australian Aviation Office and the Australian War Memorial museum — have recently warned of a bizarre metallic syndrome called “zinc whiskers” that knocked out their data centers’ power.

Zinc whiskers are filaments of zinc, only microns in diameter, that grow on the underside of aging, galvanized floor tiles. When shocked into data center cooling systems, the whiskers can cause short circuits in computer power supplies and sensitive circuitry.

War Memorial IT manager Dary Winterbottom said his data center experienced repeated power outages that were eventually traced to zinc whiskers. “You can shine a torch on the underside of an old floor tile and see the whiskers vibrating,” he said. The War Memorial’s problem was resolved with the installation of zinc-free tiles.

IT consultant Garry Karklins also risks data

centers of the scourge. “What you have are pure zinc anodes that sit under, buried under floor tiles, and once they...circulate, you have a game of Russian roulette,” he said.

■ MICHAEL CRAWFORD  
COMPUTERWORLD TODAY (AUSTRALIA)

## IBM Wins \$1B Deal For Lloyds Network

LONDON

IBM last week said it has won a seven-year, \$972 million contract to move London-based bank Lloyds TSB Group PLC from its existing voice network to a fiber-optic voice data set-up. The deal will put 2,000 Lloyds branches and 4,280 automated teller machines on a dedicated fiber network using Digital Subscriber Line and Multiprotocol Label Switching technologies. IBM said Lloyds’ branches will gain eight times their current network bandwidth at a quarter of the price.

It’s one of the largest voice-over-IP projects in Europe, with almost 70,000 VoIP phones due to be installed. IBM said

the initiative will take advantage of the wealth of unused fiber in the U.K. The switch will occur over 20 months and is partly designed to demonstrate how large banks and retailers can benefit from moving to converged fiber-optic networks, said an IBM spokesman.

■ SCARLETT PRUITT / IDS NEWS SERVICE

## Siemens Sets Wireless Data Speed Record

MUNICH, GERMANY

SIEMENS AG claimed last week that it has set the world speed record for wireless data transfer. Siemens said its Munich research lab achieved a wireless transmission rate of 1Gbit/sec. by combining an “intelligent antenna system” with Orthogonal Frequency Division Multiplexing (OFDM) technology.

The combination of multiple antennas and OFDM makes very efficient use of the radio spectrum while minimizing interference. Siemens used a system of three transmitting and four receiving antennas to simultaneously send different flows of data over the same radio channel and frequency band. The company predicted that the fourth-generation wireless technology will be needed for high-bandwidth applications beginning in 2015. ■ 51334

■ JOHN BLAU, IDS NEWS SERVICE

Compiled by Mitch Betts.

## Briefly Noted

ETIENNE PÉREZ announced this month that it will take control of Al-Bacom SpA, one of Italy’s first alternative telecommunications operators, by buying out its three partners for about \$153 million. ETI will acquire the 74% of Milan-based Al-Bacom that it doesn’t already own as it can offer expanded European coverage to corporate customers. ■ LAURA RHODE, IDS NEWS SERVICE

IBM on Dec. 3 announced a four-year, \$34.3 million deal to overhaul systems at 14 hospitals, 107 clinics and 800 local doctors’ offices in Spain’s Extremadura region.

■ SCARLETT PRUITT, IDS NEWS SERVICE

George Island Retreat in Subic Bay in the Philippines said it has rolled out a \$107,000 voice-over-IP system from Cisco Systems Inc. The new technology is expected to lower the resort’s interoffice long-distance costs by as much as 80%, said IT manager John Boun.

■ LAWRENCE CASARVA, COMPUTERWORLD PHILIPPINES

Continued from page 1

## Spreadsheets

unveil a new version of its eSpreadsheet reporting software that can provide additional and repeatable processes to spreadsheets. And last week, Oracle Corp. rolled out a new stand-alone business intelligence product featuring an Excel plug-in to ensure that data is obtained directly from corporate databases.

Acuteact added a “cell locking” feature to allow report designers to password-protect specific cells in a spreadsheet. Data can be distributed in users for controlled analysis without compromising operational data and business logic, said Mike Thoma, vice president of marketing at South San Francisco-based Acuteact.

“Politically, it’s devastating to take away the spreadsheets

from the end user,” Thoma said. “But on the other hand, you don’t want to go to jail.”

CheckFree Corp., a Noncross, GA-based electronic bill payment and banking services company, began using the eSpreadsheet tool this year.

“The finance department was trying to get data ready to publish [for Wall Street], manually querying sources and pulling data together in spreadsheets,” said Kevin McDearis, CheckFree’s vice president of data and delivery. “They were quite nervous about that.”

But eSpreadsheet applied consistent business rules to the data to avoid compliance problems, he said.

Odsm’s Tennessee Pride Sausage Inc. in Madison, Tenn., will use Acuteact’s cell-locking capabilities to provide sales and marketing employees with access to sales data that can be

shared with customers and brokers. Odsm’s IT manager: “Re-entering data into Excel means they could get the wrong data for the wrong product in the wrong spot,” he said.

### Avoiding Discrepancies

Users at other companies have further distanced themselves from spreadsheets to avoid potential data discrepancies.

Texttron Inc., owner of Cessna Aircraft Co. and Bell Helicopter, uses Hyperion Solutions Corp.’s Financial Management software for collection, reporting and analysis of its global financial data. The system generates more than 1,000 reports that give users needed data without the use of spreadsheets, said Larry Connelly, director of financial information systems at Providence, R.I.-based Texttron.

“They don’t have a chance of

calling the wrong cell,” he said.

At The Title Shop LLC, a Plymouth, Minn.-based title retailer, the widespread use of spreadsheets meant that only the controller had a “magical spreadsheet” with the correct cash and balance-sheet data, said Gerald Baltrusch, the company’s IT director.

“Excel is the cocaine of finance,” he said. “Once you start using it to calculate your final numbers, you can’t stop.” To alleviate the problem, the company’s new chief financial officer forced the finance department to generate data directly from its J.D. Edwards & Co. applications.

“It was painful, but he stuck to his guns and broke us free of the Excel drug,” Baltrusch said. “We began to have one version of the truth.”

The problem of relying in spreadsheets is so massive that many IT managers have

given up hope, said Wayne Eckerson, director of research at The Data Warehousing Institute in Seattle. “Spreadsheets are a huge temptation for users who feel frustrated for IT can’t give them the data they want,” he said.

Ideally, only IT should collect, integrate, distribute and manage the data in spreadsheets, with users being allowed to view the data and update it with proper authorization from IT, Eckerson said. “Solving the problem requires the business and IT to become more aligned and catch to better understand and respect what the other side does and its requirements,” he added. ■ 51380

### EXCEL OVERLOAD

Spreadsheets can become a liability as they grow the weeds inside companies.

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## GLOBAL

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The problem of relying in spreadsheets is so massive that many IT managers have

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Ideally, only IT should collect, integrate, distribute and manage the data in spreadsheets, with users being allowed to view the data and update it with proper authorization from IT, Eckerson said.

“Solving the problem requires the business and IT to become more aligned and catch to better understand and respect what the other side does and its requirements,” he added. ■ \$1380

## EXCEL OVERLOAD

Spreadsheets can become a liability as they grow the weeds rather than crops.

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Continued from page 1

## Cisco

Cisco's Worldwide Analyst Conference here said that in recent months, the networking market leader has lowered some of its prices by a small amount or improved the performance of products without increasing their cost.

And two longtime customers said in phone interviews that they think Cisco has made steady strides on improving the price/performance characteristics of some products, although they added that there's still plenty of room for improvement in pricing on devices such as memory cards and peripherals for voice-over-IP phones.

"I'm of the opinion that generally speaking, Cisco's prices are improving and I get more for my money," said Matt Valenzisi, network man-

ager at North Carolina State University in Raleigh. He said that's especially true for stackable switches such as Cisco's Catalyst 3750 product line, probably because Cisco has to compete against many other vendors in that segment of the market. The university plans to buy 22 Catalyst 3750s in the next few months, adding to its installed base of about 2,000 switches from various vendors.

In contrast, Valenzisi said he's alarmed by what he has to pay for memory upgrades to Cisco's switches and switching modules — something he routinely adds to purchases from Cisco to ensure interoperability. For example, he said, Cisco recently charged him \$10,000 for a 1GB memory upgrade for an optical services module — many times what he expected to pay. "Their memory pricing is way too high," Valenzisi said.

A network manager at a health care provider with 6,000 workers said his company is getting an increased amount of services on core infrastructure products from Cisco, such as its switches and routers, for the same prices that it was paying before.

But the user, who asked not to be identified, added that Cisco's prices "are still very high" for devices such as VoIP phones and their batteries and cables. A wireless VoIP phone can run well over \$1,200 with all the added gear that end users need, he said.

### Pricing Pressures

John Chambers, Cisco's president and CEO, acknowledged in an interview that users frequently voiced concerns about pricing when he talked to them in the past. However, Chambers said the complaints have stopped since he began conducting quarterly reviews

**Generally speaking, Cisco's prices are improving and I get more for my money.**

MATT VALENZISI, NETWORK MANAGER, NORTH CAROLINA STATE UNIVERSITY

of pricing and new-product development two years ago (see Q&A below).

Earlier this year, some IT managers said they were willing to pay premium prices for Cisco's products because of its financial stability, reliability and strong customer service (QuickLink 46376).

But Gartner Inc. analysts Mark Fabbri and Bob Hafner have written several reports over the past year urging users to seek rival bids in order to push Cisco's sales force to make more competitive count-

eroffers. That strategy seems to be working for users, according to Fabbri. "There's a lot more response by Cisco on competitive bids than a year ago," he said last week.

Fabbri added that Cisco seems to be paying more attention upfront to the prices it's charging, especially with its biggest users. "Cisco realizes they can't take customers for granted and has been proactive with discounts," he said.

Zeus Kerravala, an analyst at The Yankee Group in Boston, said that Cisco's prices "are still an issue with customers." Kerravala agreed with Chambers that there has been some improvement, but he added that it's very hard to quantify. **Q 51932**

### WHAT'S NEXT

Cisco officials gave a broad outline of new technologies the company is working on. **QuickLink 51934**  
[www.computerworld.com](http://www.computerworld.com)

## Chambers Eyes Rivals in Asia, Says Pricing Not an Issue for Users

Friday was the 20th anniversary of Cisco Systems' founding. John Chambers, the company's president and CEO, said during his keynote address at last week's Worldwide Analyst Conference that Cisco "has become an adult." Later, in his San Jose office, Chambers spoke with *Computerworld* about the networking industry, pricing issues and Cisco's new technology initiatives.

In Cisco's last quarterly results call, you talked about the coming competition from Asian vendors. What's happening there, and why? I believe the best competitors globally will come from an environment that has a combination of three things. First, an extremely good education system that focuses on computer sciences, math and basic sciences. China, as an example, graduates 25% of its university graduates in these areas. When in the U.S. have less than 10% of our master's students go into

these areas. Second, they have built a very competitive infrastructure. Third, they have an unusually supportive government, not just on issues such as education and an easy environment to do business, but on stock options and other things. I find it ironic that the U.S. invented the sharing of the success of a company with its employees very broadly. Now we have other countries around the world that beat us not only in education and infrastructure, but also in terms of employee ownership.

**At the conference, some analysts said Cisco seems to be reacting to criticism about high costs by dropping prices a bit on some products. What have you done as a result? We tend to move in the past based on what our peers did in the indus-**

try, or on [the rollout of] a new generation of products. Then we made the decision almost two years ago that we were going to focus on designing our products in less than Moore's Law of 18 months and on making pricing changes to almost every product line at a pace of Moore's Law or faster — regardless of what the competitors did.

So every quarter, I sit down with Mario Maccioni, our chief development officer, and we go through all our products and say, "Where are we in the last 12 months?" And I ask, "Are we either announcing product with dramatically higher price/performance or announcing cuts in prices for the current products?"

We returned to our customers and, candidly, the industry press as well about

pricing. This was an issue of fact, not of persuasion. But now we are being very open and talking about what we have learned on price/performance. I haven't had that issue raised in a customer

call in a very long time. Looking back a year or two, by contrast, it might be raised in a customer call every third or fourth time.

There's a lot of speculation about the new technologies that Cisco will pursue beyond those you already offer. Any hints? When we move into a new advanced technology, we'll keep it relatively in stealth mode until we're ready for our customers to see it and get the feedback. But [we] have also been very open in the last three to four months about what we're going to do in the data center.

Our role in much of the virtualization of services and applications and resources plays perfectly for that area because you really want [access to data] to be transparent regardless of the type of device you have in your head. That's what routing is really about. So the data center is a logical extension move.

**Will the new data center offerings be done through partnerships? It will be through partnership, internal development and acquisitions — all of the above.**

You've also mentioned the possibility of getting into the market for Layer 6-7 switching. Will that be the case? The lines between Layers 1, 2, 3 and 4 are blurring very rapidly. The same is true as you go up the stack to Layer 7 for applications. If you look at our network evolution, the first phase of where we're going to go for intelligent information networks is the movement of voice, data and video over combined networks. The second phase is this virtualization of services and resources.

And the third phase is this one of application-aware networks, which has huge implications in terms of the doors that it opens up. While this was pretty controversial two years ago when we started down this path, not many people disagreed with the concept. The question is how far it will go and the level of implementation.

— Matt Humberston

### MORE ONLINE

Visit our Web site for an extended version of the John Chambers interview. **QuickLink 51931**  
[www.computerworld.com](http://www.computerworld.com)

“We are doing a lot of things about pricing.”

*"For midsize and large organizations, a significant Linux deployment will neither be free nor easily accomplished. In fact, respondents at large organizations reported that a wholesale switch to Linux from Windows® or Unix would significantly increase TCO for the foreseeable future."*

—Laura DiDio, The Yankee Group, April 2004  
Linux, Unix, and Windows TCO Comparison

The Yankee Group, a global research and consulting firm, concluded that a significant switch to Linux from Windows or Unix could cost three to four times as much without delivering tangibly better performance or business value. These findings are based on a non-sponsored worldwide survey of 1,000 IT administrators and C-level executives in midsize and large enterprises.

To get the full study, visit [microsoft.com/getthefacts](http://microsoft.com/getthefacts)



# Life-Cycle Software Vendors Woo Small, Midsize Businesses

Several are forming alliances, offering more affordable, simplified tools

BY JASUKUMAR VIJAYAN

**V**ENDORS ARE making product life-cycle management (PLM) software easier to deploy and use as interest in the technology grows in small and medium-size businesses.

For example, under a five-year partnership between Microsoft Corp. and Dassault Systems SA, announced last month, Dassault's 3-D SolidWorks products and its PLM software offerings such as Catia, Delmia and Novia will be integrated with Microsoft's SQL Server, BizTalk Server, SharePoint Portal Server software and .Net products.

The integrated products will allow manufacturers to more easily create, edit and share product-related information and 3-D drawings between Microsoft and Dassault environments, said John Squire, vice president of marketing at Sureshes, France-based Dassault.

Such interoperability is crucial to speeding adoption of PLM among small and midsize manufacturers, which tend to be Microsoft-centric, said Don Brown, managing partner of Collaborative Product Development Associates LLC in Dart Chester, NY.

Dassault isn't the only company attempting to broaden the appeal of PLM products. Also last month, Parametric Technology Corp. in Needham, Mass., disclosed plans to use an IBM on-demand service center to deliver a hosted PLM service for small and medium-size businesses. The service allows those companies to use PTC's Windchill product management software under subscriptions starting at \$100 per month.

Meanwhile, Agile Software Corp. launched its Small and

Medium Enterprise initiative in October. The San Jose-based vendor is offering a hosted PLM service and a prepackaged PLM suite for smaller businesses.

In September, MatrixOne Inc. in Westford, Mass., announced the integration of its PLM suite with Microsoft's Office environment, with an eye toward spurring broader adoption of its products.

## Gaining Attention

Such moves come at a time when adoption of PLM technologies — traditionally used only by very large companies — appears to be gaining attention in smaller manufacturing firms, said John Moore, an analyst at ARC Advisory Group Inc. in Dedham, Mass.

According to a report released this fall by Boston-based AMR Research Inc., companies that have annual revenues of less than \$1 billion will invest more than \$5 billion in PLM technologies by 2008 in an effort to gain more control over their product information.

"Vendors are starting to realize the market potential of

small and medium businesses," said Stephen Segal, CEO at I Owen Inc., a maker of high-end custom windows in Steinbach, Manitoba. "We are seeing Tier 1 vendors repackaging and offering high-end tools that had been developed and available only for complex markets."

Lowen is in the midst of deploying Dassault's PLM

technology to its engineering and design groups. Eventually, the company plans to use PLM to expose product information to workers in its sales and marketing groups, as well as to customers.

"We couldn't even look at PLM two or three years ago" because of its complexity and cost, Segal said.

EV3 Inc., a Plymouth, Minn.-

based maker of cardiovascular equipment, is also taking advantage of MatrixOne's industry-specific PLM packages to implement a capability for managing product development information through its entire life cycle.

MatrixOne's support of functions and processes specific to the medical device market, including templates for complying with U.S. Food and Drug Administration and European Union regulations, has made the technology relatively simple to deploy, said EV3 CEO Pete Schaubach.

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## IBM Security Chief Focuses On Compliance, Cyberattacks

McIntyre promises tighter integration of services and security products

BY JASUKUMAR VIJAYAN

**As director of corporate security strategy at IBM, Stuart McIntyre is responsible for developing its overall road map for IT security products, services and partnerships.**

McIntyre's job, which he took on in mid-October, involves managing a team that coordinates security-related initiatives across IBM's hardware, software, services and research groups.

McIntyre spoke with Computerworld last week about IBM's security offerings and plans.

**What's your role at IBM?** I have the responsibility for the development and enhancement of IBM's corporate-wide security strategy — that is, a strategy to address the way the market sees security, wants to buy security [products and services], etc. From an internal perspective, it's very focused on aligning all the pieces we have.

**What do you see as some of the key drivers of companies' IT security agendas?** One of the main things is regulatory compliance, whether it's cross-industry regulations or industry-specific ones. Controlling access to systems, especially financial systems, [and] being able to provide audit trails are important.

Another big area is just basically preventing business damage from cyberattacks — the loss of productivity and the loss of revenue.

Another thing that customers are looking at is really how to cope with multiple communication mediums, such as the Internet, VoIP and wireless, combined with the multitude of devices that people are using to gain access to these [systems].

**What is IBM doing to help IT managers address such issues?** We have a business unit that's just focused on risk and compliance. They've developed a framework that is providing guidance for all of [the] regulatory compliance [needs of companies].

Customers can drill down on a specific regulation such as [the Sarbanes-Oxley Act], and we'll show particular focus areas of that regulation and map that to our portfolio.

**What about helping them deal with cyberattacks?** We have about half a million devices worldwide that monitor [network] trends. Approximately 2,700 IBM security professionals analyze the information that comes out of those monitors and provide daily reports and recommended action to help our customers.

**What do you see as IBM's value-add over pure-play security vendors?** IBM is looking at security not as an IT problem but as a business problem. It's not just a case of focusing on firewalls and viruses.

We're investing heavily in security management, access management, identity management, patch management and federated ID management. A lot of that is around our Tivoli business.

**What can users expect to see from IBM over the next year or so in terms of security products and services?** It's really about tighter integration across our portfolio. You'll see a number of new management services, enhancements to our security management software portfolio and better integration across different departments providing security products.

You'll also see a lot more focus on putting more security [capabilities] into the hardware.

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## How PLM Vendors Are Courting Smaller Firms

• Parametric Technology

• Agile Software

• MatrixOne

• Dassault Systems

• Microsoft

• IBM

• PTC

• Windchill

• SolidWorks

• Novia

• Catia

• Delmia

• BizTalk

• SharePoint

• .Net

• SQL Server





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MARK HALL

# Welcome, China

**SERIOUSLY.**  
When IBM entered the personal computing business in 1981, Apple Computer — then the dominant market leader and maker of the Apple IIe line of desktop machines — ran a full-page advertisement in *The Wall Street*

Journal with the screaming headline: "Welcome, IBM. Seriously."

I'm guessing we'll see no such ads on Hewlett-Packard or Dell greeting the arrival of China's Lenovo Group after its \$1.25 billion deal to buy IBM's PC business. That's because unlike Apple Computer's smug marketers of the early 1980s (and, need I say, beyond), HP and Dell know there's no reason to anger a dragon moving into your neighborhood.

Lenovo's acquisition is part of a long-term strategy by the company and its backers to become a major IT player in the West. It changed its name officially this year from Legend after it encountered too many trademark problems in Western countries. Executives knew that the new name had to be easy for English speakers to pronounce. I think they did a pretty fair job with "Lenovo."

The company is also working with the Chinese government to take a prominent role during the 2008 Beijing Summer Olympics. That's because it makes government and business leaders that China hasn't produced even one global economic powerhouse, but none of its products are household names.

Lenovo plans to use the Olympics to help turn its name into something closer to, say, Coca-Cola or Nestlé than, well, Lenovo is today. But before it can buy endless spots on NBC Sports to promote itself, Lenovo must have something the world wants to

buy. Hence, the agreement with IBM.

Whether Lenovo can succeed with IBM's PC line or not, China is making it clear that it wants your business — the enterprise IT business. It wants to create a corporate brand that you will believe in, because collectively your budgets pack a global wallop, one that can carry a company

to worldwide brand status quickly.

Lenovo gets to use the IBM brand and assorted trademarks for five years. Expect to see lots of promotional material touting "the Lenovo ThinkPad" or "the IBM PC from Lenovo" for a couple of years. But by the time the pole vaulters and the sprinters have finished touring the Great Wall and have started compet-

ing in 2008, Lenovo hopes to have scrapped the IBM crutch and taken on HP and Dell with its own moniker.

The immediate benefit of this deal for IT is that Lenovo knows how to build cheap PCs. Today it sells a decent little machine for \$360. It can apply its manufacturing prowess to benefit you. But Lenovo can't expect to become a global brand simply by putting an IBM product in your hands for a few bucks less. If that's the company's game plan, figure it to lose big in its global branding gamble.

Lenovo needs to innovate. IBM's PC group has been lackluster of late, slow to embrace tablets and adopt laptop features that users appreciate. If Lenovo advances the state of the art on PCs by integrating features that IT craves, such as security and reliability, while holding costs down, it stands a good chance of holding on to existing IBM PC buyers and winning new ones to the Lenovo brand.

If Lenovo fails to innovate and extend its IBM line, IT may very well withdraw its welcome mat. And China will need to restart its global brand strategy from scratch. **51320**



VIRGINIA ROBBINS

## The Industry We Save Could Be Our Own

**B**ETWEEN MEETINGS, I was catching up on my reading when this title caught my eye: "Can IT Save This Industry?" I'd never heard of IT saving a company, let alone an industry. After scanning the first page and finding very little that had to do with IT, I reached for the phone and called my company's head of marketing. She's a London School of Economics graduate and a former Andersen employee, so I knew I could count on her for a quick and thoughtful comment.

After exchanging a few pleasantries and warning her that my question didn't have anything to do with work, I told her about the article that had caught my attention and asked her if she knew of a case in which IT had saved an industry or a company. Five seconds of silence followed. I had to smile, and I told her that her answer wouldn't change the priority of our projects for marketing. She laughed, but then she said, "Those titles just irritate me. Management is what saves companies; leadership is what saves industries. IT is an enabler."

We spoke about Peter Drucker, James Collins and others whose research demonstrates that it's all about management. We both had meetings to run to, so I thanked her and hung up.

Why had my colleague found that article's title so irritating?

A few weeks ago, I had the opportunity to fill in for our chief executive at a student-loan-industry CEO conference. It was a small gathering, and I was able to meet most of the CEOs in attendance. Upon identifying myself as a CIO, I would receive one of two responses. Former CIOs launched into discussions about changes in the student loan industry; non-CIOs pulled me aside to confide that if there was one area of their businesses that they



worried about, it was technology.

What concerned the CEOs was that their businesses were completely enabled by technology; without IT, they couldn't compete. It wasn't that their IT groups were incompetent or that they had any immediate problems, but as lawyers, CPAs and former salespeople, the CEOs' skills lay in protecting and growing the business. They feared that the very expensive IT recommendations they were approving weren't going to be beneficial. They needed their IT staffs to understand them and their businesses in addition to knowing IT.

I think that when we in IT make claims such as "IT can save this industry," other executives question our understanding of what makes businesses succeed.

As CIOs, we spend much of our time working to retain and improve alignment between IT and business. In part, we do this by translating. We translate business goals into IT projects or metrics and, conversely, translate improvements in IT into business opportunities. Sensational words in article titles that irritate or create doubt rarely help translators.

Yes, it was only the title of an article, a few words that were probably chosen to attract readers. Yet whenever we use words that irritate and raise doubts about our skills, we reduce our effectiveness and harm ourselves and our industry. Let's be the best we can be and choose words that reinforce in the minds of our peers and our CEOs that we have the business knowledge they expect of us. **© 51241**

## MICHAEL GARTENBERG Longhorn, Blogs, Linux: Predicting '05

**I**T'S THAT TIME of year. LEDs flash with holiday cheer, and pundits pontificate about what will happen in the coming months. So once again, it's time for me to offer my predictions for the new year.

**1. Longhorn is no longer the answer (or even the question).** There was too much Longhorn hype in the past year and not enough details. Look for Microsoft

to retreat from the "It will be fixed/added in Longhorn" mantra and make more attempts to keep the focus on Windows XP.

**2. PDA will become passé.** Disconnected notes, that is. Over time, the real action will be moving core PDA functionality, centered on personal information management, to other devices such as cell phones. This will cause major IT headaches, since few cell phones are controlled by IT these days.

**3. More people will lose their jobs over their weblogs.** It's happened already, and it will happen again. If you're posting about your job or employer without consent, you're taking a lot of risk with your future.

**4. But more corporations will create official blogs.** Corporations have seen the weblog light, and blogs will become common for business use. Unfortunately, far too many of these efforts will just be marketing fluff disguised as weblogs.

**5. Security FUD will drive IT policy.** With all the fear about people using iPods



technology for business users. Voice over IP is perhaps the hottest technology in the telecommunications industry today. VoIP-based services will grow even more as a mainstream technology for business use. Expect a lot of competition for the trillions of minutes and billions of dollars' worth of voice calls that business users make each year.

**6. Windows VoIP will still be viable.** The hype and press around voice over

and flash memory devices to walk off with corporate data. IT will be forced to take more draconian measures against users. Expect to see rigid policies about communicating personal and business technologies, and bans on USB flash disks and the like.

**6. Wi-Fi will be ubiquitous, but not in the workplace.** Wi-Fi is readily available in public places such as coffee shops, airports and hotels. IT shops, however, will slow deployments a bit over fears of security. End users will take matters into their own hands, so expect to see lots of ad hoc networks springing up.

**7. VoIP will be a mainstream technology for business users.** Voice over IP is perhaps the hottest technology in the telecommunications industry today. VoIP-based services will grow even more as a mainstream technology for business use. Expect a lot of competition for the trillions of minutes and billions of dollars' worth of voice calls that business users make each year.

**8. Windows VoIP will still be viable.** The hype and press around voice over

wireless LANs was significant in 2004. Expect more hype and some pilot programs, but not large growth for VoWLAN.

**9. Linux will be adopted in greater numbers by IT, but desktop Linux will not.** Linux is already a mainstream server solution for many IT shops. That success won't travel over to the desktop, however. Too much fragmentation, combined with a lack of critical desktop applications and increasing dependence on the Windows platform, will prevent desktop Linux adoption from increasing significantly.

**10. Moore's Law will still be irrelevant.** Just as in 2004, speed increases are nice, but they will remain hard to justify for most business users, for whom "fast" was "fast enough" around 1990. The most relevant market for fast PCs will be consumers who need all the speed they can get in their digital homes for entertainment.

Most importantly, may we all reap the benefits of technology in a new year filled with peace, prosperity and positive growth. Best wishes for the holidays, and see you in 2005. **© 51138**

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## READERS' LETTERS

### Are You Over It?

**I HAVE A FEW PROBLEMS** with Don Tervent's column "Get Over It" [QuickLink 50895]. First, the attitude expressed in the title and the column title is unprofessional. I expect to be better served by a journalist. Second, anyone with experience of real-world corporate IT knows that, as often as not, management makes shortsighted decisions about outsourcing. Shoving money off a budget for a financial year, or even for just a quarter, is sometimes all that matters to management. Third, complain and whine are two different words. Accusing laid-off IT workers of whining is not only insulting, it is also inaccurate. I wonder how you might react if suddenly your job were farmed out to someone half your age making pennies for your dollar Ken Shelly.

**Ken Shelly**  
Somers, N.Y.

**IT IS NOT BEYOND** over if not as long as I can get around it, anyway. I

have remade my career, moving from being an electronic technician to providing desktop and network systems service. I'm quite proficient with the TCP/IP suite, intimate with Unix and Windows, reasonably conversant with Macintosh (well enough to fix them and tune their performance) and can set up and upgrade servers manually if necessary.

Is outsourcing good? In some cases, I'm certain it is. In others, it isn't. The planning and implementation of it is what is important. It's important to study whether outsourcing truly is a good fit with the business needs and if the outsourcing vendor is capable and knowledgeable. "It's what our competitors are doing" isn't a good enough reason.

I think the worst of this trend is behind us. Now we're into a rebalancing phase. In 10 years, this will be a more footnote in the IT history books, whereas it currently is a painful experience. The pendulum will swing back and forth, then find the balance of necessity and utility

Week, back to finding a new job since my last contract ended up outsourced to a fully staffed company.

**Stephen P. Villano**  
Philadelphia

**M**OST of the discussions about IT outsourcing are based on one (and I hate their terminology) fact: that American businesses still do actual cost-benefit analysis when choosing a course of action. The idea that a company will sacrifice this quarter's earnings for future benefits is, as Alberto Gonzales said before the Geneva Convention, "quaintly obsolete." Management makes all the right noises - "Quality is No. 1" and "We strive for excellence" - but the message that gets delivered down the chain is, "Get it done fast and cheap, and we'll worry about the fallout later."

About 15 years ago, top executives and boards of directors in U.S. corporations for all practical purposes went into business for themselves. Between their stock-option plans, obscene compensation

packages and the occasional venal lobbyist hack, who needs to worry about the long-term health of an organization? American workers can be innovative, self-starting and button-cute, but if they won't work for a Benetton salary with no health insurance, out they go. They can always get jobs mowing lawns for those MegaCorp executives who're based on their golden parachutes.

**Sue Lynn**  
Database administrator,  
Greenwood Village, Colo.

**COMPUTERWORLD** welcomes comments from its readers. Letters will be edited for brevity and clarity. They should be addressed to: James Eide, letters editor, Computerworld, PO Box 9171, Spencer Street, Framingham, Mass. 01901. Fax: (508) 879-4843. E-mail: [letters@computerworld.com](mailto:letters@computerworld.com). Include an address and phone number for immediate verification.

For more letters on these and other topics, go to [www.computerworld.com/letters](http://www.computerworld.com/letters)

MARK HALL

# Welcome, China

**SERIOUSLY.**  
When IBM entered the personal computer business in 1981, Apple Computer — then the dominant market leader and maker of the Apple IIe line of desktop machines — ran a full-page advertisement in *The Wall Street*

Journal with the screaming headline: "Welcome, IBM. Seriously."

I'm guessing we'll see no such ads from Hewlett-Packard or Dell greeting the arrival of China's Lenovo Group after its \$1.25 billion deal to buy IBM's PC business. That's because unlike Apple Computer's snug marketers of the early 1980s (and, need I say, beyond), HP and Dell know there's no reason to anger a dragon moving into your neighborhood.

Lenovo's acquisition is part of a long-term strategy by the company and its backers to become a major IT player in the West. It changed its name officially this year from Legend after it encountered too many trademark problems in Western countries. Executives knew that the new name had to be easy for English speakers to pronounce. I think they did a pretty fair job with "Lenovo."

The company is also working with the Chinese government to take a prominent role during the 2008 Beijing Summer Olympics. That's because it ruffles government and business leaders that China hasn't produced even one global brand. The nation may be a global economic powerhouse, but none of its products are household names.

Lenovo plans to use the Olympics to help turn its name into something closer to, say, Coca-Cola or Nestlé than, well, Lenovo is today. But before it can buy endless spots on NBC Sports to promote itself, Lenovo must have something the world wants to



MARK HALL is a Computerworld editor at large. You can contact him at mark.hall@computerworld.com.

buy. Hence, the agreement with IBM.

Whether Lenovo can succeed with IBM's PC line or not, China is making it clear that it wants your business — the enterprise IT business. It wants to create a corporate brand that you will believe in, because collectively your budgets pack a global wallop, one that can carry a company

to worldwide brand status quickly. Lenovo gets to use the IBM brand and assorted trademarks for five years. Expect to see lots of promotional material touting "the Lenovo ThinkPad" or "the IBM PC from Lenovo" for a couple of years. But by the time the pole vaulters and the sprinters have finished touring the Great Wall and have started compet-

ing in 2008, Lenovo hopes to have scrapped the IBM crutch and taken on HP and Dell with its own moniker.

The immediate benefit of this deal for IT is that Lenovo knows how to build cheap PCs. Today it sells a decent little machine for \$360. It can apply its manufacturing prowess to benefit you. But Lenovo can't expect to become a global brand simply by putting an IBM product in your hands for a few bucks less. If that's the company's game plan, figure it to lose big in its global branding gamble.

Lenovo needs to innovate. IBM's PC group has been lackluster of late, slow to embrace tablets and adopt laptop features that users appreciate. If Lenovo advances the state of the art on PCs by integrating features that IT craves, such as security and reliability, while holding costs down, it stands a good chance of holding on to existing IBM PC buyers and winning new ones to the Lenovo brand.

If Lenovo fails to innovate and extend its IBM line, IT may very well withdraw its welcome mat. And China will need to restart its global brand strategy from scratch. **Q 51320**

Don Terment is off this week.

VIRGINIA ROBBINS

## The Industry We Save Could Be Our Own

**B**ETWEEN MEETINGS, I was catching up on my reading when this title caught my eye: "Can IT Save This Industry?" I'd never heard of IT saving a company, let alone an industry. After scanning the first page and finding very little that had to do with IT, I reached for the phone and called my company's head of marketing. She's a London School of Economics graduate and a former Academic employee, so I knew I could count on her for a quick and thoughtful comment.

After exchanging a few pleasantries and warning her that my question didn't have anything to do with work, I told her about the article that had caught my attention and asked her if she knew of a case in which IT had saved an industry or a company. Five seconds of silence followed. I had to smile, and I told her that her answer wouldn't change the priority of our projects for marketing. She laughed, but then she said, "Those titles just irritate me. Management is what saves companies; leadership is what saves industries. IT is an enabler."

We spoke about Peter Drucker. James Collins and others whose research demonstrates that it's all about management. We both had meetings to run to, so I thanked her and hung up. Why had my colleague found that article's title so irritating?

A few weeks ago, I had the opportunity to fill in for our chief executive as a student-loan-industry CIO conference. It was a small gathering, and I was able to meet most of the CEOs in attendance. Upon identifying myself as a CIO, I would receive one of two responses. Former CIOs launched into discussions about changes in the student loan industry; non-CIOs pulled me aside to confide that if there was one area of their businesses that they



VIRGINIA ROBBINS is COO and managing director at Chula Education Financing in San Francisco. Contact her at v.robbs@chula.com.



worried about, it was technology.

What concerned the CEOs was that their businesses were completely enabled by technology; without IT, they couldn't compete. It wasn't that their IT groups were incompetent or that they had any immediate problems, but as lawyers, CPAs and former salespeople, the CEOs' skills lay in protecting and growing the business. They feared that the very expense IT recommendations they were approving weren't going to be beneficial. They needed their IT staffs to understand them and their businesses in addition to knowing IT.

I think that when we in IT make claims such as "IT can save this industry," other executives question our understanding of what makes businesses succeed.

As CIOs, we spend much of our time working to retain and improve alignment between IT and business. In part, we do this by translating. We translate business goals into IT projects or metrics and, conversely, translate improvements in IT into business opportunities. Sensational words in article titles that irritate or create doubt rarely help translators.

Yes, it was only the title of an article, a few words that were probably chosen to attract readers. Yet whenever we use words that irritate and raise doubts about our skills, we reduce our effectiveness and harm ourselves and our industry. Let's be the best we can be and choose words that reinforce in the minds of our peers and our CEOs that we have the business knowledge they expect of us. **■** 51241

MICHAEL  
GARTENBERG

## Longhorn, Blogs, Linux: Predicting '05

IT'S THAT TIME of year. LEDs flash with holiday cheer, and pundits pontificate about what will happen in the coming months. So once again, it's time for me to offer my predictions for the new year.

**1. Linux is no longer the answer (or even the question).** There was too much Longhorn hype in the past year and not enough details. Look for Microsoft

to retreat from the "It will be fixed added in Longhorn" mantra and make more attempts to keep the focus on Windows XP.

**2. PDAs will become passé.** Disconnected ones, that is. Over time, the real action will be moving core PDA functionality, centered on personal information management, to other devices such as cell phones. This will cause major IT headaches, since few cell phones are controlled by IT these days.

**3. More people will lose their jobs over their weblogs.** It's happened already, and it will happen again. If you're posting about your job or employer without consent, you're taking a lot of risk with your future.

**4. But more corporations will create official blogs.** Corporations have seen the weblog light, and blogs will become common for business use. Unfortunately, for too many of these efforts will just be marketing fluff disguised as weblogs.

**5. Security FUD will drive IT policy.** With all the fear about people using iPods



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and flash memory devices to walk off with corporate data. IT will be forced to take more draconian measures against users. I expect to see rigid policies about communicating personal and business technologies, and bans on USB flash disks and the like.

**6. Wi-Fi will be ubiquitous, but not in the workplace.** Wi-Fi is readily available, in public places such as coffee shops, airports and hotels. IT shops, however, will slow deployments a bit over fears of security. I and users will take matters into their own hands, so expect to see lots of ad hoc networks springing up.

**7. VoIP will be a mainstream technology for business users.** Voice over IP is perhaps the hottest technology in the telecommunications industry today. VoIP-based services will grow even more as a mainstream technology for business use. Expect a lot of competition for the trillions of minutes and billions of dollars' worth of voice calls that business users make each year.

**8. Wireless VoIP will still be niche.** The hype and press around voice over

wireless LANs was significant in 2004. Expect more hype and some pilot programs, but not large growth for VoWLAN.

**9. Linux will be adopted in greater numbers by IT, but desktop Linux will not.** Linux is already a mainstream server solution for many IT shops. This success won't translate over to the desktop, however. Too much fragmentation, combined with a lack of critical desktop applications and increasing dependency on the Windows platform, will prevent desktop Linux adoption from moving significantly.

**10. Moore's Law will still be irrelevant** just as in 2004, speed is less important, but this will remain hard to resist for most business users, for whom "fast" was "fast enough" around 2000. The most relevant market for fast PCs will be consumers who need all the speed they can get in their digital homes for entertainment.

Most importantly, may we all reap the benefits of technology in a new year filled with peace, prosperity, and positive growth. Best wishes for the holidays, and see you in 2005. **■** 51336

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Ken Shelby  
Somerville, N.Y.

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Shay Lynn  
Database administrator  
Greenwood Village, Colo.

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## Microsoft Reports For BI Duty

Microsoft's Reporting Services tool isn't quite ready for business users yet, but it's causing a commotion in the business intelligence market. **Page 26**

## QUICKSTUDY VANs

Value-added networks are communication networks supplied and managed by third-party companies that facilitate electronic data interchange, Web services and transaction delivery by providing extra networking services. **Page 30**

## SECURITY MANAGER'S JOURNAL

### SecurID Rollout Calls for Planning

With two-factor authentication about to roll out to the masses, a step-by-step plan is drawn up. You've got to think ahead if you're going to introduce 5,000 users to something new, says Matthias Thurman. **Page 32**

# ILM: Putting THE PIECES Together

Users are still looking for ways to fully integrate and automate information life-cycle management technologies.

BY LUCAS MEARIAN

**I**NFORMATION LIFE-CYCLE management (ILM) holds the promise of automating storage from the moment data is created by business applications to the time it's deleted from digital tapes stored in underground vaults. But the technology may never realize its full potential without the automation of business rules and processes, or standards to tie heterogeneous storage-area networks (SAN) and network-attached storage together into a tight mesh of resources from which to draw, say users and analysts.

The limitations of ILM are now apparent even in its success stories. John Halamka, CIO at Boston-based CareGroup Inc., says the ILM architecture he built saved his hospital management company more than \$1 million by allowing him to avoid the purchase of

high-performance systems to store older X-ray images and other data that isn't critical but still needs to be readily accessible.

Halamka says only about 20% of the data in his Oracle database is active, and the rest can be relegated to Tier 2 storage. "The value of a payroll check today is very important, but a year after W-2s are issued — well, we can move off to different storage," he says.

The CareGroup ILM architecture, which took four years to build, automatically migrates data through four levels of storage, each less expensive and slower-performing than the last.

Halamka's IT team wrote its own middleware to perform the data migration with radiology image management software from General Electric Co. and Veritas Software Corp.'s appli-

cation management software, which monitors the performance of its internal physician Web site, CareWeb.

Halamka's infrastructure consists of 200 Wintel servers from Hewlett-Packard Co. and 25 high-end HP rp8400s running Unix, its 100TB of storage comprises 35TB of Symmetrix arrays, 35TB of Clarion CX6000 arrays and 30TB of Celerra network-attached storage for file serving, all from EMC Corp. A Powderhorn tape library from Storage Technology Corp. is used for long-term archival storage. A pair of U2-port MDS 9509 switches from Cisco Systems Inc. provides a layer of abstraction between application servers and back-end storage, allowing capacity to be served up as if from a single pool instead of many arrays.

Halamka cobbled together his archi-

ture and acknowledges that not every company could afford its \$3 million price tag, which included software and hardware. But he says it was cheaper than the alternative.

The state of Massachusetts requires CareGroup to keep clinical records for up to 30 years. Halamka says he'd love to put the data on high-end Symmetrix arrays. "But just my capital budget restrictions alone are going to require me to identify what data is mission-critical and [needed] in milliseconds and what data is not so mission-critical so I can wait a few seconds to retrieve it." Halamka is still addressing e-mail backup and automating his tape archival infrastructure, and he has yet to find a utility that will automatically migrate data in business applications

Continued on page 24

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Continued from page 21

onto his tiered storage architecture. "I run PeopleSoft for all of my 12,000 employees' payroll. Wouldn't it be great to say after you cut the checks this week, 'Do we really need all the raw data that generated the checks? Let's move that off into archival storage,'" Halamka says. "Let's just say ILM isn't there yet."

Halamka and other IT managers are waiting for vendors to produce heterogeneous data-migration tools, which are only now beginning to emerge with the Storage Management Initiative Specification, known as SMI-S.

But pieces of ILM, which can relieve systems administrators of arduous manual processes and produce fast ROI, do exist today. Vendors such as Princeton Softech Inc., OutRight Technologies Inc. and Applimation Inc. sell software that will remove unused or nonessential data from databases and migrate it to storage based on business policies. Using rules engines, the software can distinguish between open and closed business transactions.

### Policy-based Archiving

E-mail archiving tools from companies such as Veritas, KVS Inc., Zantaz Inc., Connected Corp., and EMC's Legato Software division use policies to automatically move e-mail and attachments out of applications such as Exchange, Outlook and Lotus Notes onto disk or tape, which can then be searched.

But still missing in third-party software for ILM is the automation of business processes and standards to tie heterogeneous SANs together.

Tape library manufacturer Advanced Digital Information Corp. in Redmond, Wash., plans to release an upgrade this month to its Pathlight VX appliance that will present a single management interface between EMC Clariion disk arrays and its own tape libraries as well as libraries from StorageTek. But that addresses only hierarchical storage management.

The industry must change how it looks at storage management and operations, say analysts and users.

"Let's work from the basics of business requirements and business practices," says Mike Peterson, president of Strategic Research Corp. in Santa Barbara, Calif., and program director of the Storage Networking Industry Association's (SNIA) Data Management Forum. "We have to instrument the infrastructure so it can be operated automatically. We have to move back to basics."

"It's hard for us to imagine thinking

## FIVE STEPS TO ILM

1. Consolidate data and implement network storage.
2. Classify data according to service-level objectives. Tier storage and data services into consistent configurations in support of these objectives.
3. Align ILM practices to service-level agreements.
4. Automate ILM technologies with management tools.
5. Standardize practices and use standards-based technology across multiple sites for heterogeneous interoperability.

about this as a storage problem," says Kate Kristenson, vice president of information product support at Inovant LLC. Visa International Inc.'s IT organization. "You have to think of it as a systems integration problem. The operating systems have a role to play. The application packages have a role to play. The database has a role to play. The real challenge is how do you think through the application integration end to end."

Foster City, Calif.-based Visa spent 14 months choosing vendors when it built a 150TB relational database and a SAN to support it. Upgrades to the database went online in September. The database is the data store for 300 million transactions per day. Visa looked for vendors that would tailor their software to its ILM needs and take responsibility to grow along with the company, Kristenson says.

"We've been able to influence the development of the technology from our vendors. That has saved us on development time internally," she says.

Visa uses extract, transform and load tools from Lexington, Mass.-based AB Initio Software Corp. to perform near-real-time analysis of data being stored in the relational database.

Data generated in that database is stored in several tiers — from 120TB of high-performance Symmetric and 70TB of IBM FASCT midrange disk arrays to tape libraries — for real-time or near-real-time retrieval for six months.

Visa spent three years creating its relational database and tiered storage infrastructure. Prior to that, data was viewed by business unit and couldn't be sliced in real time.

"We're now moving to the point where we have all the fundamental data in one place, and we're now using it to drive new business decisions," says Joel Miller, senior vice president of information services at Inovant.

After transactional data has been viewable in real time on disk for six months, it's automatically migrated to StorageTek tape libraries that hold up to 2 petabytes. Administrators can retrieve information in minutes from the libraries. After two and a half years, the tapes are shipped off-site, and retrieving that data can take a day or more.

Storage resource management (SRM) tools — software that can report on devices, SAN utilization rates and where business applications access and store data on arrays — are essential building blocks in ILM architectures. Without them, administrators are flying blind when it comes to the efficiency and utilization of their stor-

age infrastructures, analysts say.

According to Bill North, an analyst at IDC in Framingham, Mass., SRM software will be the fastest growing storage software segment through 2008.

Currently, storage vendors such as EMC, IBM and Hitachi Data Systems Corp. have products that operate with in homogeneous islands of storage that can perform policy-based migration of data or ILM. But products are emerging that can migrate data between competing vendors' machines. Even when the technology is available to tie the pieces of ILM together, however, users may be slow to embrace it.

Gary Theus, a field support supervisor at Thompson Hen LLP, a Cleveland-based international law firm with about 360 attorneys, is in the middle of deploying 6TB of Advanced Technology Attachment disk storage from Nexsan Technologies Inc. in Woodland Hills, Calif., as a second tier of storage below high-end systems from Hitachi. Theus says his company paid \$30,000 for the 6TB of storage on an ATA/160 array from Nexsan, whereas he paid \$200,000 for 1.5TB of Hitachi storage.

But before Theus can begin thinking about ILM, he has to agree with the business side on how to classify data in order to determine the law firm's retention policies. He expects to tackle that project next year. (To see how other IT executives are handling that challenge, go to QuickLink 5094.)

Right now, like in many IT shops, Theus' policy for the deletion of records such as e-mails is "everything past five years."

"We've just not wrapped our arms around ILM yet," Theus says.

51007

## Data Classification Standards Coming

**SNIA EXPECTS TO RELEASE** by the middle of 2005 a standard for classifying data in order to store it according to its business importance.

In October, the SNIA Data Management Forum published a road map for creating standards to tie heterogeneous storage systems together. It also published best practices and classified the development stages of ILM, which should help users determine what they have to do to achieve a storage model. IDC analyst Bill North expects that simplifying the classification of data — what needs high-performance storage and what doesn't — is crucial to any ILM strategy.

"Beyond when a file has been created, modified or last used, you need to know who it belongs to. And Windows, Unix and mainframe applications all need to be treated differently because all the data looks different," North says.

The SNIA is also working on a standard for data services — such as backup and replication — that will become part of its existing Storage Management Initiative Specification. That will likely be out in 2005, says Mike Peterson, program director of the Data Management Forum.

"We're talking about business processes that have to be automated in a standards

fashion. That's called operations management. That product doesn't exist yet," Peterson says.

One impediment to progress is vendor push-back, says Peterson. Vendors are worried that if they standardize, their products will become commoditized. Other resistance comes from business application vendors, he says. For example, database vendors don't see any burning need to build policies for offloading data into their products. Their position is that "if you have more money and can throw it at more CPUs and storage, then it doesn't make a difference," Peterson says.

—Lucas Mariani



Continued from page 21

onto his tiered storage architecture.

"I run PeopleSoft for all of my 12,000 employees' payroll. Wouldn't it be great to say after you cut the checks this week, 'Do we really need all the raw data that generated the checks? Let's move that off into archival storage,'" Halamka says. "Let's just say ILM isn't there yet."

Halamka and other IT managers are waiting for vendors to produce heterogeneous data-migration tools, which are only now beginning to emerge with the Storage Management Initiative Specification, known as SMI-5.

But pieces of ILM, which can relieve systems administrators of arduous manual processes and produce fast ROI, do exist today. Vendors such as Princeton Softech Inc., Outerbay Technologies Inc. and Applimation Inc. sell software that will remove unused or nonessential data from databases and migrate it to storage based on business policies. Using rules engines, the software can distinguish between open and closed business transactions.

### Policy-based Archiving

E-mail archiving tools from companies such as Veritas, KVS Inc., Zantix Inc., Connected Corp., and EMC's Legato Software division use policies to automatically move e-mail and attachments out of applications such as Exchange, Outlook and Lotus Notes onto disk or tape, which can then be searched.

But still missing in third-party software for ILM is the automation of business processes and standards to tie heterogeneous SANs together.

Tape library manufacturer Advanced Digital Information Corp. in Redmond, Wash., plans to release an upgrade this month to its Pathlight VX appliance that will present a single management interface between EMC Clarion disk arrays and its own tape libraries as well as libraries from StorageTek. But that addresses only hierarchical storage management.

The industry must change how it looks at storage management and operations, say analysts and users.

"Let's work from the basis of business requirements and business practices," says Mike Peterson, president of Strategic Research Corp. in Santa Barbara, Calif., and program director of the Storage Networking Industry Association's (SNIA) Data Management Forum. "We have to instrument the infrastructure so it can be operated automatically. We have to move back to basics."

"It's hard for us to imagine thinking

## FIVE STEPS TO ILM

Learn how to design and implement an ILM architecture.

1. Analyze data usage and retention requirements. Determine the amount of data to be archived and the retention period.

2. Select a storage architecture. Determine the storage architecture that best meets the requirements.

3. Design the ILM architecture. Determine the ILM architecture that best meets the requirements.

4. Implement the ILM architecture. Implement the ILM architecture that best meets the requirements.

5. Monitor and maintain the ILM architecture. Monitor and maintain the ILM architecture that best meets the requirements.

about this as a storage problem," says Kate Kristenson, vice president of information product support at Inovat LLC. Visa International Inc.'s IT organization. "You have to think of it as a systems integration problem. The operating systems have a role to play. The application packages have a role to play. The database has a role to play. The real challenge is how do you think through the application integration end to end?"

Foster City, Calif.-based Visa spent 14 months choosing vendors when it built a 150TB relational database and a SAN to support it. Upgrades to the database went online in September. The database is the data store for 300 million transactions per day. Visa looked for vendors that would tailor their software to its ILM needs and take responsibility to grow along with the company, Kristenson says.

"We've been able to influence the development of the technology from our vendors. That has saved us on development time internally," she says.

Visa uses extract, transform and load tools from Lexington, Mass.-based Abilio Software Corp. to perform near-real-time analysis of data being stored in the relational database.

Data generated in that database is stored in several tiers — from 120TB of high-performance Symmetrix and 70TB of IBM FAST midrange disk arrays to tape libraries — for real-time or near-real-time retrieval for six months.

Visa spent three years creating its relational database and tiered storage infrastructure. Prior to that, data was siloed by business unit and couldn't be viewed in real time.

"We're now moving to the point where we have all the fundamental data in one place, and we're now using it to drive new business decisions," says Joel Mitter, senior vice president of information services at Inovat.

After transactional data has been viewable in real time on disk for six months, it's automatically migrated to StorageTek tape libraries that hold up to 2 petabytes. Administrators can retrieve information in minutes from the libraries. After two and a half years, the tapes are shipped off-site, and retrieving that data can take a day or more.

Storage resource management (SRM) tools — software that can report on devices, SAN utilization rates and where business applications access and store data on arrays — are essential building blocks in ILM architectures. Without them, administrators are flying blind when it comes to the efficiency and utilization of their stor-

age infrastructures, analysts say.

According to Bill North, an analyst at IDC in Framingham, Mass., SRM software will be the fastest growing storage software segment through 2008.

Currently, storage vendors such as EMC, IBM and Hitachi Data Systems Corp. have products that operate within homogeneous islands of storage that can perform policy-based migration of data or ILM. But products are emerging that can migrate data between competing vendors' machines. Even when the technology is available to tie the pieces of ILM together, however, users may be slow to embrace it.

Gary Theus, a field support supervisor at Thompson Hine LLP, a Cleveland-based international law firm with about 360 attorneys, is in the middle of deploying GTB of Advanced Technology Attachment disk storage from Nexsan Technologies Inc. in Woodland Hills, Calif., as a second tier of storage below high-end systems from Hitachi. Theus says his company paid \$30,000 for the GTB of storage on an ATABest array from Nexsan, whereas he paid \$200,000 for 1.5TB of Hitachi storage.

But before Theus can begin thinking about ILM, he has to agree with the business side on how to classify data in order to determine the law firm's retention policies. He expects to tackle that project next year. (To see how other IT executives are handling that challenge, go to QuickLink 50394.)

Right now, like in many IT shops, Theus' policy for the deletion of records such as e-mails is "everything but five years."

"We've just not wrapped our arms around [ILM] yet," Theus says.

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MICROSOFT/ARND BRONKHORST

# MICROSOFT REPORTS FOR BI DUTY

**WITH ITS FREE REPORTING SERVICES SOFTWARE, THE DESKTOP DOMINATOR DISRUPTS THE REPORTING TOOLS LANDSCAPE.**  
**BY HEATHER HAVENSTEIN**

**W**HEN RESIDENTIAL REAL ESTATE AGENCY Long & Foster Cos. decided to update the way it prepares financial reports and replace a system it had been using for 20 years, the company chose Microsoft Corp.'s first reporting tool to do the job.

Long & Foster opted to use a beta version of Microsoft's Reporting Services (RS) to anchor its entire process for generating financial reports for company management, even though other tools had been on the market for years — and some even

ship with Microsoft's own SQL Server 2000.

"That was a bold and to some degree risky move," says Mayur Raichura, the company's director of information services.

But the gamble seems to have paid off for Fairfax, Va.-based Long & Foster. In four months, it developed 40 different reports for its 212 offices using Microsoft's SQL Server 2000 RS — eight months ahead of the schedule projected by developers.

Users now can access reports instantaneously over the Web instead of receiving them monthly. Raichura estimates that the company is saving approximately \$330,000 per year by using RS in lieu of paper copies delivered by couriers.

Long & Foster is one of a growing number of com-

panies using RS to create, manage and publish reports from data pulled from a data warehouse. Microsoft says more than 100,000 users have downloaded the tool since its introduction in January. Users say the price is right for the server-based reporting platform: It's free for SQL Server users who need to run only one instance of the business intelligence database. (If they need more instances, they must buy more server licenses.) Users are also attracted to RS's tight integration with the Visual Studio .Net development environment.

However, while RS can deliver production-style reports from OLTP database queries, it can't provide management-style reporting designed to allow users

*Continued on page 28*



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Rebuilding the World's Email Infrastructure.

Continued from page 26

to author their own reports. Users and analysts alike say that while the product's tight integration with .Net is helpful for developers, it locks out users who don't have knowledge of the development platform. Competitors in the reporting arena, including Business Objects SA, Cognos Corp., MicroStrategy Inc. and Hyperion Solutions Corp., support both production and management reporting.

Nonetheless, Long & Foster and other companies are making RS a corporate standard for reporting.

For example, copper producer Phelps Dodge Corp. has replaced its Crystal Reports tools (marketed by Business Objects), which acquired Crystal Decisions late last year) with RS, which now serves up 400 to 500 daily financial reports to managers. James Faith, lead engineer at the Phoenix-based company, says RS had an advantage because it was available for free with Phelps' existing SQL Server license and because it allowed the company to push Web-based reports to users.

"It has absolutely changed the way we do our reporting," Faith says. "We can have it do it automatically e-mail out to users... to do financial reporting on a daily basis. It is very file-based, and it allows you to move from various environments pretty seamlessly. It takes our developers no time at all to produce these, get them tested... and into production."

Cindi Howson, a faculty member at The Data Warehousing Institute in Seattle and author of the independent RSCSource.com report, which evaluates business intelligence tools, said RS is most likely to be found in Microsoft shops, given its tight integration with other Microsoft products.

"If your standard for application servers is Microsoft-based, then definitely you should be looking at the Microsoft stack," Howson says. "If a company has decided to have a different application server, or if they're running all on Unix, Microsoft doesn't meet that need."

She adds that RS does, however, have capabilities that other popular reporting tools don't, such as a data-driven subscription model.

"[Microsoft] reuses some of the components, like scheduling, that are inherent in SQL Server," she says. "What Microsoft can do that Crystal can't do is have multiple data source population reports, which really creates a dashboard-like report."

### Market Shake-up

Microsoft shook up the business intelligence market in 2003, when it announced its intentions to add a reporting tool to its BI stack, which already included online analytical processing and extract, transform and load tools. After Microsoft disclosed its plan, business Objects acquired reporting-tool vendor Crystal Decisions, Cognos rolled out its own reporting tool, and Hyperion snapped up tool vendor Brio.

Now, Microsoft is maneuvering to expand the functionality of RS. The new features will debut in the version of RS that ships with SQL Server 2005 (see sidebar). Microsoft also has announced two new Report Packs report templates that allow reporting against its CRM and Exchange applications.

"You have this case where Microsoft used to be dependent on outside vendors like Crystal for reporting," says Rob Heilm, an analyst at Directions on Microsoft, an independent research firm in Kirkland, Wash. "Now it has an in-house product that looks basically

## EXTENDING THE REACH

**MICROSOFT IS MANEUVERING** to broaden the appeal of Reporting Services by integrating it into more products and adding new features.

The company has already shipped RS in the latest version of its Microsoft Operations Manager. And Visual Studio 2005 will include embeddable reporting controls that Microsoft says will allow developers to more easily build applications with RS. And RS will be integrated into the next version of Microsoft's CRM software.

For SQL Server 2005—now due next summer—Microsoft will add an MDX designer into Reporting Services to allow enterprises to create and run relational and OLAP queries against SQL Server.

The most highly anticipated improvement slated for RS is probably the new Report Builder, which will be available in SQL Server 2005. Report Builder will incorporate current technology with an end-user query and report authoring environment that has drag-and-drop features that are more suitable for business users.

Most analysts and users agree that RS's biggest drawback is that it is mostly limited to developers who have experience in Microsoft's Visual Studio .Net.

Report Builder will provide the type of functionality that Hans Rasmussen, an IT

project leader at TDC AS, says he has been waiting for since the Danish telecommunications company began using RS in January. Rasmussen says he was surprised to find that the designer interface of RS was in Visual Studio, meaning end users couldn't use it to build reports. Still, he says he has high hopes for Report Builder, which he has previewed.

"I believe that with this interface we can push Reporting Services all the way to the end users in the business lines," he says.

Rasmussen estimates that by using Report Builder, TDC can save up to \$543,000 — the amount the company is spending annually to license a Brio reporting tool.

While Report Builder will provide the native report-writing that was missing from RS, the ones now will be on Microsoft to present benchmarks and customer case studies that prove RS can stand up to the rigors of production enterprise and analytic reporting, says Forrester Research analyst Keith Kuhl.

"This will take time, and prospective users need to understand that even though SQL Server is a mature and proven relational database management system, Reporting Services is still brand-new and relatively unproven," he says.

—Heather Havenstein

to be pretty much ubiquitous in the Microsoft product line. It's going to have a huge impact over the next two to three years simply because it will ship with so many Microsoft products."

Perhaps the biggest enhancement will come when Microsoft adds Report Builder to RS in SQL Server 2005. Report Builder is rebranded technology from Active View Inc., which Microsoft acquired earlier this year.

"Report Builder will go after that group that wants to come in and build their own report or modify an existing report and not have to live in the Visual Studio environment, but more importantly not have to understand the database," says Alex Payne, senior product manager on Microsoft's SQL Server team. "I can drag and drop report entities onto a palette, effectively allowing me to build a report, an ad hoc report... but I'm browsing a semantic layer—I'm not building it off a database."

But despite the initial buzz around Microsoft's entrance into the reporting world and the new features planned for RS, some users haven't been lured away from their existing tools.

For example, the Federal Home Loan Bank of San Francisco, a Microsoft shop, took a look at RS but opted to

stick with its Crystal reporting tools, says Rose Kim, the bank's vice president of application development and support.

"Microsoft is doing with Reporting Services what they do with everything else—they are introducing it, now, and in three to four years time, they may have all the industry-leading features," Kim says. "For now, we're looking to continue to build upon the tools we already have. Part of it is a human investment in terms of training and knowledge. The ability to become agile and proficient at a particular tool requires some time."

In addition, users should be aware that while RS is essentially free for SQL users, heavy demands for report generation may require enterprises to run more than a single instance of SQL, says Keith Kuhl, an analyst at Forrester Research Inc. "It is not recommended that any company with a large report library or a heavy demand for report generation use a single instance of SQL Server for all database and reporting activities," Kuhl says. "Companies need to understand how much of an additional load a production-reporting environment will place on the SQL Server engine." ■ 31223

## PLAYERS PRODUCTS

Major vendors of production query and reporting tools (for querying OLTP databases and formatting reports) and management query and reporting tools (for users who want to author their own reports).

| VENDOR                   | PRODUCTION TOOL   | MANAGEMENT TOOL   |
|--------------------------|---|---|
| <b>Business Objects</b>  | Crystal Reports (acquired from Crystal Decisions)           | Business Objects for desktop authoring; WebIntelligence for Web-based authoring |
| <b>Cognos</b>            | ReportNet   | ReportNet QueryStudio   |
| <b>Microsoft</b>         | Reporting Services  | Not available until SQL Server 2005 ships                                       |
| <b>MicroStrategy</b>     | Report Services   | Desktop for desktop authoring; Web for Web authoring                            |
| <b>Hyperion</b>          | Reports (for financial reporting); SQR (acquired from Brio) | Intelligence (acquired from Brio)   |
| <b>Informatica Corp.</b> | None available  | Power Analyzer  |

REPRODUCED FROM



Continued from page 26

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Executive Editor of Events  
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Computerworld

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#### MONDAY, MARCH 7TH

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5:30pm to 8:00pm

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Networking Lounge & Luncheon  
Networking Lounge & Dinner


#### TUESDAY, MARCH 8TH

8:00am to 9:00pm  
12:45pm to 2:15pm  
7:00pm to 7:30pm  
7:30pm to 9:00pm

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 Peter Senge, Senior Lecturer, Massachusetts Institute of Technology, Co-Author of *Presence: Human Purpose and the Field of the Future* and author of *The Fifth Discipline: The Art and Practice of the Learning Organization*

### Dialogue on IT and Business Trends Affecting Global Enterprises

 Charlie Fald, former CIO and e-Leader, Delta Air Lines, Currently EVP, Portfolio Management, EDS  
Charlie will address the issue of business resilience vs business transformation and follow his presentation with an interactive dialogue on how these trends are impacting organizations worldwide

### Converting IT Security Investments Into Business Value

 Ira Winkler, Security Expert, Author of *Corporate Espionage* (often described as the bible of the Information Security field) and author of *Spies Among Us*

### The Art of Balancing Business Risk and IT Innovation

 Ron Ponder, EVP, Information Services & CIO, WellPoint Health Networks, Inc.

### IT's Role in New Product Development at Baxter

 John Moon, Corporate VP & CIO, Baxter International Inc.

### The Passionate Pursuit of IT/Business Alignment

 Paul Higley, VP, IT & Program Development, Owens & Minor, Inc.

### Battlefield Leadership

**Richard Dooley, Leadership Expert & Founding Member of SIM**  
**Hel Nelson, U.S. Army General (retired)**

Each October, a group of IT leaders seeks the hills and hollows of the Gettysburg battlefield retracing Pickett's Charge, but they aren't studying history, they're studying business. Dick Dooley, a founding member of the Society for Information Management and creator of the Leadership Learning Forums, and Hel Nelson, a military historian and retired U.S. Army general, have combined two learning strategies to create their battlefield leadership seminar. Using photos and film clips to augment their presentation, they'll focus on the critical importance of improvisation alongside planning, the use and power of timing, the connection between how information is gathered and how decisions are made and the positive and negative influence of strong personal relationships.

### IT Mentor: Valuable Lessons Learned on the Front Lines of Business

 Thornton A. Mey, Corporate Futurist  
Corporate futurist Thornton May, publisher of the prestigious "CIO Habitat Study" moderates a panel of IT leaders offering their first-hand experiences and candid advice on post-merger and acquisition IT integration, bringing IT back in-house after outsourcing and deploying unproven, bleeding-edge technology as a means of gaining competitive business advantage.

### Star Search: The Quest for the Best Executive IT Talent

A panel of leading corporate IT executive recruiters disclose the specific hard skills and personal attributes companies are looking for in a CIO today plus shifting reporting relationships and how a new CIO can gain credibility quickly. Other issues include the impact of outsourcing on the CIO's role and how a CIO's success is measured. Bring your list of questions!



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For details, contact Chris Leger at 1-508-820-8277

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# IT End-User\* Conference Registration Application



March 6-8, 2005  
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Ridge Resort  
Scottsdale, Arizona

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Will you need accommodations at the Premier 100 IT Leaders Conference?

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All dollar amounts are in U.S. dollars; registrations include full access to all sessions, the Expo and Networking Lounge, meals and receptions. Transportation and hotel accommodations are your responsibility. Computerworld reserves the right to limit and/or refuse any registration for any reason.

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After January 21, 2005

☐ I am an IT End-User.\*

☐ \$1,495

☐ \$1,795

\*IT End-Users are defined as those who are attending Computerworld's Premier 100 IT Leaders Conference with an intent (and an IT spending budget) to potentially buy/lease hardware/software/services, etc. from our conference sponsors and are not themselves, an IT vendor. As such, account representatives, business development personnel, analysts, consultants and anyone else attending who does not have IT purchasing influence within their organization are excluded from the IT End-User designation. Interpretation and enforcement of this policy are at the sole discretion of Computerworld. Questions? Please call 1-800-883-9090.

**NOTE: If you are not an IT End-User, you may register as a Non-Sponsoring Vendor.**

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☐ \$5,000

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\*Vendors are encouraged to participate in Computerworld's Premier 100 IT Leaders Conference through co-sponsorship. Exhibits are available by letter (see Letter at 1-508-822-8212). Alternating vendors (as well as other "non-IT end-user" professionals as defined by Computerworld) may apply for registration at the "non-sponsoring vendor" rate. Determination of what constitutes a "non-sponsoring vendor" registration is at the sole discretion of Computerworld.

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Your business/industry:

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☐ Manufacturing & Process  
☐ Healthcare  
☐ Financial/Banking/Accounting  
☐ Insurance/Retail/Entertainment  
☐ Government/Defense  
☐ Consulting/Marketing  
☐ Government/State or Local  
☐ Health/Medical/Device Services  
☐ Retail/Wholesale/Distribution  
☐ Other (computer related)  
☐ Transportation/Utilities  
☐ Communications/Services (ISP, Internet, Data Comm, TV/Cable)  
☐ Construction/Architecture  
☐ Engineering  
☐ Data Processing/Services  
☐ Education  
☐ Agriculture/Forestry/Fisheries  
☐ Mining/Oil/Gas  
☐ Food/Beverage/Pharmaceutical  
☐ Transportation  
☐ Publishing/Broadcast/Motion Picture  
☐ Public Relations/Marketing  
☐ Research/Development/Life Sciences  
☐ Business Services/Consulting  
☐ Information Systems  
☐ Military/Computer/Communications  
☐ Other (computer related)

Number of employees in  
your organization  
(ALL locations):

- ☐ 200 or more  
☐ 100-199  
☐ 50-99  
☐ 20-49  
☐ 10-19  
☐ Less than 10

What is your organization's  
annual IT/IS budget for  
all IT/IS products?

- ☐ \$1 million or more  
☐ \$500,000 to \$999,999  
☐ \$100,000 to \$499,999  
☐ \$50,000 to \$99,999  
☐ \$10,000 to \$49,999  
☐ Less than \$10,000

What is the estimated  
annual revenue of your  
entire organization?

- ☐ \$10 Billion  
☐ \$1 Billion - \$9.9 Billion  
☐ \$500 Million - \$999 Million  
☐ \$100 Million - \$499 Million  
☐ Less than \$100 Million

The one item that best  
describes your involvement  
in the IT purchase process:

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development/implementa-  
tion project this year?

- ☐ Business Integration of  
Other Customer Analytics  
☐ Data Management  
☐ Mobile & Wireless  
☐ Enterprise Infrastructure/Data  
Center Business Continuity  
☐ Network Infrastructure/Storage  
☐ Security  
☐ Application Development and  
Integration (New services/SaaS)  
☐ Compliance

What is your organization's  
SECOND-MOST mission  
critical development/imple-  
mentation project this year?

- ☐ Business Integration of  
Other Customer Analytics  
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Center Business Continuity  
☐ Network Infrastructure/Storage  
☐ Security  
☐ Application Development and  
Integration (New services/SaaS)  
☐ Compliance

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- 2) He or she may transfer this registration to Computerworld's 2006 Premier 100 IT Leaders conference.
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☐ Vice President  
☐ Director  
☐ Manager/Other IT Manager  
☐ Subordinate  
☐ BUSINESS MANAGEMENT  
☐ CIO/CIO/Chief Executive  
☐ CFO/Controller/Treasurer  
☐ Executive VP or VP General  
Manager  
☐ Director/Manager  
☐ Information Systems  
Manager/Business  
Developer



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# VANs

## DEFINITION

**Value-added networks (VAN)** are communications networks supplied and managed by third-party companies that facilitate electronic data interchange, Web services and transaction delivery by providing extra networking services.

BY RUSSELL RAY

**V**ALUE-ADDED networks got their first real foothold in the business world in the area of electronic data interchange (EDI). VANs were deployed to help trading and supply chain partners automate many business-to-business communications and thereby reduce the number of paper transfers needed, cut costs and speed up a wide range of tasks and processes, from inventory and order management to payment.

In today's world, e-commerce is increasingly based on XML, though EDI remains an important part of business and still relies on value-added networks. But other types of VANs have begun to appear, including Web services networks and transaction delivery networks.

A VAN is created when a network provider leases communications lines from a common carrier (such as a telephone company), enhances them by adding services and improvements that facilitate business-to-business application integration, and then resells the network connection and services to others for a

fee. Value, then, refers to what the supplier provides beyond the basic network connection and becomes the critical element differentiating one network offering from another.

### VANs and EDI

In the 1980s, VANs emerged as a way to connect supply chain participants. They offered store-and-forward mailboxes that provided protocol conversion, security and guaranteed delivery. However, EDI VANs proved to be too costly for most businesses.

Only the largest of supply chain participants could afford the expensive setup fees associated with EDI software, not to mention the sometimes exorbitant per-transaction fees. This meant that many small and midsize firms couldn't afford to join electronic, automated supply chains. And since the smaller companies couldn't join in, the larger ones that continued to do business with them still couldn't eliminate a lot of their traditional, paper-based processes. When the Internet and the World Wide Web entered the picture, along with standards like eXML, some observers felt that VANs might simply disappear.

While traditional EDI is in many ways inferior to newer approaches, it still offers a compelling business model. In fact, the continuing presence of EDI is not a result of its fundamental technology but instead can be attributed to its underlying communications structure. The VAN, which can guarantee and secure B2B interaction over a network.

### Web Services Networks

In its reincarnation, the EDI VAN model has become the Web services network (WSN), or sometimes WSVAN), which has to meet many of the same requirements and features that EDI users depend on.

WSNs are characterized by loosely coupled, asynchronous service-oriented architectures (read the SOA QuickStudy at QuickLink 44708) supporting standards such as XML, the Simple Object Access Protocol [QuickLink 45203], the Web Services Description Language and UDDI [QuickLink 43418]. This helps individual Web services providers keep their offerings simple in design and frees them from having to separately implement network house-keeping functions.

The final hurdles for business-to-business interaction

**Analyst Russell Llewellyn of Gartner Inc. says there are four fundamental types of features that add value to a network:**

- network services, integration services, application services and trading-partner services.

Each category can include numerous specific services.

#### NETWORK SERVICES

- Error detection and correction
- Encryption
- Quality of service to guarantee availability and response times
- Protocol and speed conversion

- Certificate authorization
- INTEGRATION SERVICES
- Data storage
- Directories
- Database access

#### APPLICATION SERVICES

- Data translation
- E-mail and other messaging-related functions

#### TRADING PARTNER SERVICES

- Electronic funds transfers
- Electronic rebalancing of EDI transactions
- EDI record-keeping for audit tracking

across the Internet are dependability and security. Most systems and networks within a given company are designed to manage transaction flows behind a secure, centrally managed firewall. Unfortunately, the B2B world exists between firewalls, with partners often sharing no common infrastructure. Moreover, the Internet itself offers little security, reliability or accountability.

### Transaction Delivery Networks

The newest evolution of VANs, which first appeared in 2000, are the transaction delivery networks (TDNs) that provide

services for secure end-to-end management of electronic transactions.

Also called transaction processing networks or Internet utility platforms, TDNs can guarantee delivery and nonrepudiation of messages in addition to providing high security and availability, network performance monitoring and centralized directory management.

TDNs typically use a store-and-forward messaging architecture that's designed to adapt readily to a wide range of disparate systems and support any kind of transaction. Most TDNs offer secure encryption using a public-key infrastructure and certificate authorization for trading partners.

TDNs provide standards-based application programming interfaces that developers can use to create custom applications to link internal data sources with the TDN. In addition, most TDNs provide application adapters that plug directly into existing computing environments, such as messaging middleware. ■ **SHOES**

## EDI Basics

**ELECTRONIC** data interchange is a standards-based format for exchanging business data. Traditional EDI networks have been based on trading partners leading standardized, formatted data into separate systems on each end of the line.

An EDI message is made up of a string of data elements, each representing a particular item (such as a price, quantity or product model number) and separated by a delimiter. The entire string is called a data segment. Take one or more data segments, frame them with a header and trailer, and you have the basic EDI unit of transmission (equivalent to a message), called a transaction set.

A transaction set typically involves the transfer of information that would normally be contained in a business document or form, such as an order or invoice. The parties that exchange EDI transactions are called trading partners. EDI messages can be encrypted.

The standard behind EDI, ANSI X12, was developed by the Data Interchange Standards Association, adopted by the American National Standards Institute and coordinated with a United Nations standard called Electronic Data Interchange for Administration, Commerce and Transport.

—Russell Ray

Ray is a Computerworld contributing writer in Worcester, Mass. Reach him at russray@computerworld.com.

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The final hurdles for business-to-business interaction

|  |  |
|--|--|
| <p><b>Provide the ability to connect to business data, applications and data transformation capabilities</b></p> <p><b>First and foremost is to connect network services, integration services, application services and trading partner services.</b></p> <p><b>Each category can include numerous specific services.</b></p> <p><b>NETWORK SERVICES</b></p> <ul style="list-style-type: none"> <li>Enter detection and correction</li> <li>Encryption</li> <li>Quality of service to guarantee availability and response times</li> <li>Protocol and speed conversion</li> </ul> | <p><b>Authenticate and authorize</b></p> <p><b>INTERMEDIARY SERVICES</b></p> <ul style="list-style-type: none"> <li>Data storage</li> <li>Disintermediation</li> <li>Database access</li> </ul> <p><b>APPLICATION SERVICES</b></p> <ul style="list-style-type: none"> <li>Data translation</li> <li>E-mail and other messaging-related functions</li> </ul> <p><b>TRADING PARTNER SERVICES</b></p> <ul style="list-style-type: none"> <li>Electronic funds transfer</li> <li>Electronic matching of EDI transactions</li> <li>EDI record-keeping for audit tracking</li> </ul> |
|--|--|

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Key is a Computerworld contributing writer in Worcester, Mass. Reach him at [ruskay@charter.net](mailto:ruskay@charter.net).

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FUJIFILM

# SecurID Rollout Calls for Planning

**With two-factor authentication about to head out to the masses, a step-by-step plan is drawn up. By Mathias Thurman**

**A**S I'VE MENTIONED IN previous columns, my company has invested in RSA SecurID to provide two-factor authentication for access to our critical infrastructure, namely routers, switches, firewalls and production Unix servers. As you might recall, two-factor authentication entails something you have (like a bank ATM card) and something you know (your PIN).

On our network, the SecurID token (something you have) displays a random number, or "token-code," which changes every 60 seconds. That, combined with a user-defined PIN (something you know), represents what is termed a "passcode."

To date, we have deployed about 150 tokens to mostly network engineers, systems administrators and information security personnel. They are fairly savvy individuals, so deployment, support and administration have been pretty straightforward.

Soon, though, we will begin to spread two-factor authentication to other areas of the company. Any employee who needs to remotely access the network via our Cisco VPN will need a SecurID token to authenticate to the network. SecurID tokens will also be required to associate to one of our corporate wireless access points. They'll be needed when off-site users check their e-mail via Microsoft Outlook Web Access. And the list goes on.

Eventually, every employee will have a SecurID token.

Once that happens, it will be fairly easy to SecurID-enable applications and other areas of the enterprise, because no matter what a user is attempting to access, the use of the token remains the same.

For now, we're focusing on more than 5,000 employees, but deploying tokens to that many users and then supporting them calls for proper planning. A dedicated project manager is coordinating the various steps in this project, the first of which involves communication and training. We want

end users to feel familiar with SecurID tokens before they actually receive one. The training and communication process will include mass e-mailings, a Web site with an FAQ and PowerPoint slides. Some of these materials have been developed by my infosec group, and others are being provided by RSA Security Inc.

## Token Logistics

The next step will be distribution. Those 5,000 employees are located in almost every state and major city in the U.S., plus India, Singapore, China, Mexico and Europe. To

handle this logistical nightmare, we're splitting the token recipients into three groups.

The largest of these groups by far is made up of employees who need SecurID tokens. We decided that the most efficient method of providing them is to have a consultant send tokens to geographically identified contacts, who will then deliver tokens to individual users. The consultants will be able to focus entirely on the token deployment and not be distracted by other duties.

The second group consists of new employees. Within them, the easiest thing to do is to work with the security badge office. Each new hire, even those who will work in home offices, is required to have a security badge. All we have to do is modify the new-user provisioning process to flag those who will need a token.

The third group is made up of existing employees whom we haven't identified as needing tokens but who suddenly require one. Those users will be asked to contact the help desk to obtain authorization. After that, the security badge office will send out the token.

Once an employee has his token, he must initialize it using an RSA SecurID Web-based application called Deployment Manager. Each user will visit a Web page, where he will answer a series of questions in order to be authenticated, enter the serial number on his token and then set up a PIN. Deployment Manager runs on an Apache Web server and will talk to a back-end Oracle database server, so our database administrators are involved in the overall project plan. They're creating the database so that we can test functionality prior to production.

The help desk will play an integral part in supporting the

SecurID deployment. Inevitably, some users will forget their PINs, lose their tokens or cause the tokens to be out of sync. The help desk will address the most common issues with another Web-based application from RSA Security, called Quick Admin. We already use this application to support our initial 150 savvy users, but we'll have to provide the appropriate amount of training to the help desk staffers so they can attend to the brunt of support calls. The infosec group will handle anything outside of what the Quick Admin tool provides.

On the hardware front, a primary authentication server and two replicas are currently handling all the SecurID token transactions. The primary RSA ACE/Server contains the database of authorized users, including the permitted relationships between individual users and protected devices. The primary database is frequently synchronized with the replicas, and the load is automatically balanced, providing for a pretty decent fail-over configuration. If the primary or either replica should fail, the other servers can handle authentication requests.

Although our current deployment model could probably handle the increase in authentication requests as we scale from 150 users to more than 5,000, we plan to upgrade the servers and increase the number of replicas, some of which will be placed in key overseas locations.

All in all, and with the project manager's help, we have a robust, comprehensive plan, and I expect that when we finally pull the trigger, we'll have a smooth deployment and an aggressive support model to address user needs. ■

## WHAT DO YOU THINK?

This week's article is written by a web security manager, Mathias Thurman, whose name and employer have been disguised for obvious reasons. Contact him at [mathias.thurman@infosec.com](mailto:mathias.thurman@infosec.com), or join the discussion on our forum [QueueLink.it/5060](http://QueueLink.it/5060)

To find a complete archive of our Security Manager's Journal, or to write to [www.computerworld.com/techjournal](http://www.computerworld.com/techjournal)

## SECURITY LOG

### Current them Takes On ID Threats

A group of federal security and Internet managing professionals has teamed up to detect and thwart ID and post-transaction threats and attacks. The consortium, led by computer ID technology vendor iMagine Inc., in Waltham, Mass., is setting up a threat center to monitor and assess against unknown threats. It's offering threat management and less clearly a good example of risk management for subscribers. The group also includes Lockheed Martin Inc., Symantec Software Inc., Yahoo Inc., America Online Inc. and Microsoft Corp.

### Online Shoppers Seek Security

According to the results of a survey conducted by iMagine Inc., online consumers are growing frustrated with the lack of security provided by banks and online retailers and feel that personally they are no longer confident to accept their online transactions. In the survey of 6,000 adult Internet users, about 60% said they are concerned or very concerned about online security, and iMagine analyst Patrick L. Hines says more important for online retailers more than 60% of them surveyed said they would try other providers if they were not satisfied. These users were just a small sample and projected to protect their accounts, also told.

### Secure Data Gets Oracle Support

Stanford, Conn.-based Protegrity Corp. announced that its SecureData software for centralized management and auditing of data security policies and data integration now supports Oracle® on the Oracle 10g, 9i, 9iR2, 9iR1 and 9iR1.1 versions. SecureData Version 5 also supports Oracle® and other database vendors. Protegrity plans to launch support for Oracle 10g early next year.

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## BRIEFS

## Microsoft Releases SP1, x64 to Beta

Microsoft Corp. last week announced the availability of the first release candidate for Windows Server 2003 Service Pack 1 (SP1) and the x64 editions of Windows Server 2003 and Windows XP Professional. The products will be available within the next month to users in Microsoft's Customer Preview Program. The final releases are due in the first half of 2005. The x64 editions of Windows Server 2003 and Windows XP Professional allow users to run both 32- and 64-bit applications, according to the company.

## Cellwave Unveils Mobile Call Services

A voice-over-IP application vendor, CellWave Inc., has unveiled new call-screening and call-transfer services for mobile phone users. The Santa Barbara, Calif.-based company said its new Mobile Call Screening service will allow users to listen to voice messages in real time, and its new Mobile Call Transfer service lets users transfer cell phone calls to a home or office phone. The CellWave services work with all cell phones and carriers and start at \$3.95 a month.

## Phatware to Offer Monitoring Tool

PhatWare Corp., in Mountain View, Calif., has released software that allows network administrators to analyze and diagnose problems on packet-based networks used with Windows-based mobile Pocket PCs. The PhatNet network monitoring software allows IT workers to conduct real-time analyses on any kind of LAN or WAN and to filter packet-based data by IP address, User Datagram Protocol or TCP port, hardware address or data string, according to Phatware. The professional version of the application sells for \$299, and a personal edition is \$99.

DOUGLAS SCHWEITZER

## Tiny Storage Devices Carry a Big Risk

WE'VE ALL SEEN THEM — portable MP3 players, sexy new iPods and "finger-size" drives in varying colors that use the ubiquitous Universal Serial Bus or FireWire port for

connectivity. While they look innocent enough, they nevertheless pose a serious security threat to organizations. In fact, some companies have banned their use outright. Unfortunately, too many others continue to ignore the potential security risks posed by the use of MP3 players, USB flash drives and other, similar high-capacity portable storage devices.

These easily concealed devices — which employees often bring into the workplace — can be readily plugged into any USB port, allowing users to quickly and effortlessly download sensitive corporate information. Then that information can all too easily be taken to the outside world. Even when transgressions are unintentional, security risks abound, since portable storage devices are able to circumvent network perimeter defenses such as firewalls and antivirus products at the mail server and can introduce viruses or other malware.

In a recent Computer Security Institute/FBI Computer Crime and Security Survey, over three quarters of all respondents cited insider abuse of network access as a top security concern for companies. And rightly so, since the survey indicated that disgruntled employees were responsible for most attacks on company networks. More than \$70 million was lost by organizations in just one year as a result of theft of proprietary information.

And financial losses aren't the only



Small, portable storage devices are an Internet security threat, but with a focus on multi-step checks, they're in the market for several months, including Internet Security, Media Easy, Gateway, the Network from Malicious Code and Incident Response, Computer Forensics Toolkit, Connect from all things.com.

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Gartner issued a report in July in which it cited portable storage devices as considerable workplace security risks because they may be instrumental in downloading private, proprietary information or for admitting a virus. Pocket-size hard drives that connect using FireWire or a USB hard drive or key-chain drive, disk-based MP3 players (like the iPod), memory sticks, compact flash and other memory media, and digital cameras with media cards were all identified as security threats. Especially dangerous are USB sticks, which can be easily concealed and are capable of storing up to GB of data.

Insider threats can lead to the loss, corruption or unavailability of information, resulting in a disruption of service to an organization's clientele. Since fraud, theft and blackmail can be accomplished more easily by insiders, employee-awareness programs and computer security policies are imperative. Restricting access to information that may be altered or misappropriated reduces exposure. An organization may be held liable for the release of any sensitive or confidential information pertaining to its customers; therefore, appropriate procedures to safeguard that

information are warranted. And don't overlook physical security.

While procedures and policies go a long way toward securing networks, administrators may want to use any one of several software tools currently available to help lock down USB ports. One such product is DynaComm Iscan from FutureSoft ([www.dcservices.com](http://www.dcservices.com)). DynaComm Iscan acts as a real-time monitor, permitting management of the network from a centralized location while helping administrators enforce an organization's policies for using removable media across their networks.

From GFI Security ([www.gfi.com](http://www.gfi.com)) comes another handy tool, the GFI LANguard Portable Storage Control. This software enables administrators to maintain control of the organization's network by allowing users to plug in USB sticks, download and upload digital camera data, and connect MP3 players, smart phones, handhelds and the like. Administrators using the product can determine which people are permitted to use removable media centrally from Windows Active Directory.

There's no question that portable devices play a valuable role in the storage arena for organizations in today's work environments. Banning them across the board would be more detrimental than practical, and security experts agree that the preferable, more secure alternative is a controlled approach. The network is best protected by the organization adopting comprehensive security measures, including policy directives and security tools. Your network administrative team is wise to remember that threats don't arise solely from outside the network, but from (sometimes unwitting) users and their portable devices. In addition to what's out there already, security teams can anticipate a continuing influx of products for addressing client-side security. **51309**

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## BRIEFS

Microsoft Releases  
SP1, x64 to Beta

Microsoft Corp. last week announced the availability of the first release candidates for Windows Server 2003 Service Pack 1 (SP1) and the x64 editions of Windows Server 2003 and Windows XP Professional. The products will be available within the next month to users in Microsoft's Customer Preview Program. The final releases are due in the first half of 2005. The x64 editions of Windows Server 2003 and Windows XP Professional allow users to run both 32- and 64-bit applications, according to the company.

Cellwave Unveils  
Mobile Call Services

A Voice-over-IP application vendor Cellwave Inc. has unveiled new call-screening and call-transfer services for mobile phone users. The Santa Barbara, Calif.-based company said its new Mobile Call Screening service will allow users to listen to voice messages in real time, and its new Mobile Call Transfer service lets users transfer call phone calls to a home or office phone. The Cellwave services work with all cell phones and carriers and start at \$3.95 a month.

Phatware to Offer  
Monitoring Tool

A PhatWare Corp. in Mountain View, Calif., has released software that allows network administrators to analyze and diagnose problems on packet-based networks used with Windows-based mobile devices. The Phatware network monitoring software allows IT workers to conduct real-time analyses on any kind of LAN or WAN and to filter packet-based data by IP address, user Datagram Protocol or TCP port, hardware address or data string, according to Phatware. The professional version of the application sells for \$290, and a personal edition is \$95.

DOUGLAS SCHWEITZER

Tiny Storage Devices  
Carry a Big Risk

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connectivity. While they look innocent enough, they nevertheless pose a serious security threat to organizations. In fact, some companies have banned their use outright. Unfortunately, too many others continue to ignore the potential security risks posed by the use of MP3 players, USB flash drives and other, similar high-capacity portable storage devices.

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# MANAGEMENT

12.13.04

## IT MENTOR

### Powerful Partnerships

Every IT vendor wants to be your partner, but Wharton School CIO Deirdre Woods has found a way to leverage collaborations to deliver great — and sometimes unexpected — results. **Page 40**



## OPINION

### Don't Outsource These!

Knowing which IT functions belong in-house is as important as deciding what to outsource, Bart Perkins says. Here are some of the keepers. **Page 46**

### Finish the Feud

Searching for a way to thaw the cold war between IT users and the help desk? Here are some tips to help bring about détente. **Page 42**



CIO Joe Amado's focus on leadership, project management and customer service has revved up IT performance at Philip Morris USA. **BY THOMAS HOFFMAN**

**THE IT DEPARTMENT** at Philip Morris USA Inc. is a poster child for aligning IT with a company's business

divisions. Just ask Henry P. Long Jr., Long, vice president of leaf purchasing at the tobacco giant, raves about how IT leaders work side by side with the heads of various departments to develop an IT strategy to support their respective business plans.

Over the past four years, the IT group has also put into place a more disciplined project management methodology that's helping it deliver projects on schedule, on budget and within scope 85% to 87% of the time, according to a benchmarking study conducted by The Hackett Group in September. That's up from a 50% to 60% delivery rate in 2000.

But what impresses Long the most is the fact that IT leaders get together with him and other business executives every quarter to find out how well the IT department is meeting project requirements, delivering on strategic objectives and supporting day-to-day operations. "They're very much aligned with each business function," says Long. "There's a real effort to focus on the client and move the business forward."

Such praise from a 26-year Philip Morris veteran is a testament to CIO

Good  
TO Great

Joe Amado and his masterful recrafting of the 500-person IT organization he inherited in 2000. (A combination of attrition and outsourcing has since decreased the staff to 480.)

Prior to Amado's promotion, Richmond, Va.-based Philip Morris IT department was historically viewed as technically adept but lacking in organizational leadership competence, says Howard Guttman, president of Guttman Development Strategies Inc. in Ledgewood, N.J., who has been working with Amado and his team to drive organizational improvement since 2000.

"The people who had been at the top had IT competence, but they needed to ratchet up their leadership competence," says Guttman.

Enter Amado, who by 2000 had risen to the top IT post, 13 years after joining the company as a programmer. He found that the section on customer satisfaction with IT in that year's biannual corporate employee survey revealed that improvements were needed in managing projects and aligning IT with the business.

"We had a mantra: 'We're good today, but we want to be great,'" says Amado. That helped set the tone for a multipronged strategy aimed at developing a world-class IT organization, he says.

## Leadership

Amado's first goal was to broaden the leadership capabilities of Philip Morris' IT managers. In 2001, Amado and Guttman held a two-day off-site meeting with the company's senior IT managers. Amado discussed steps they could take to improve their leadership capabilities, while Guttman provided executive coaching on teamwork.

"Some of the issues that came up were around conflict aversion, where there was a reluctance among IT managers to hold their peers accountable," says Guttman. He set up meetings between IT managers from different functional areas to help them build stronger bonds and identify ways to support one another "instead of relying upon Joe to be the answer man," Guttman says.

The effort continues. This November, Amado launched a three-day off-site IT leadership course that will enable him and his top managers to provide hands-on training to 25 to 30 IT managers at a time. The plan is to put 100 to 120 IT managers and staffers through the program by mid-2005, he says.

"Ten years ago, if you wanted instruction in leadership, you went to a class," says Amado. Nowadays, he says, peer training is more effective.

Philip Morris has also benefited from adopting a more structured approach to project management, drawing upon best practices exposed by the Project Management Institute Inc. in Newtown Square, Pa., and creating a project management office. This has enabled the IT organization to improve its ability to forecast and monitor the financial goals set for various initiatives, says Lisa Hunt, director of information services.

Amado explains that the biggest challenge he faced during the IT transformation was ensuring that his team was establishing the right business metrics to measure the group's performance. "I wanted to make sure we were improving the client experience," Amado says.



**"The organization was looking for that road map of where we were going and why. I wanted to make**

**sure we were crystal clear on the value this organization delivers.**

JOE AMADO CIO PHILIP MORRIS USA

Apparently, he made the right choices. Amado "tries to look at metrics that are very client-focused and have meaning," such as how a particular application is helping a business division to cut costs or improve productivity, says Howard Rubin, an analyst at Meta Group Inc. in Stamford, Conn., who has worked with Amado and his team.

Thanks to a combination of online, third-party and in-house training on finance, Philip Morris IT staffers are now more adept at building business cases for projects based on metrics such as return on investment, workload and risk reduction, competitive advantage, and alignment with business objectives, Hunt says.

By using a standard set of tools and techniques, the IT organization is better equipped to predict project outcomes, says Joe Miller, senior director of service delivery. "Before, [project management] was more seat-of-your-pants," he explains. "Now, we're better able to foresee issues we may be coming up

against."

"What we were trying to do was to put in repeatable processes" to help improve the group's project-delivery success rates, Amado says.

Three years ago, Amado assigned a group of four people to conduct project "health checks" to ensure that those processes are followed. They meet regularly with project managers and sponsors, monitoring the use of standard methodologies.

## Customer Connection

Amado has also worked hard to align his IT organization more closely with the business. Recalling the valuable business experience he gained working in IT support roles in Philip Morris' sales, marketing and manufacturing divisions, Amado has placed IT managers directly into the business divisions to better understand business requirements.

He also encourages IT managers to transfer out of the technology area for a year or two to work in other divisions within the company. About 20 have done so over the past two years, Amado says.

"We have a lot more people now who are focused on the creation of business value," Miller says.

In another effort to improve alignment between IT and the business, Amado has developed a set of "visioning sessions." He brings IT and business leaders off-site to discuss business and IT strategies and how to align them more closely.

That, too, seems to be working. Ross Webster, vice president of trade marketing and distribution at Philip Morris, credits Amado with identifying the need to upgrade some systems in order to deliver real-time sales data to field reps. Those efforts, which began in 2000, produced daily updates on sales activities, such as the number of sales calls made and the number of stores contacted.

"IT is giving us the tools to have a much more productive sales organization," Webster says.

Despite all the changes that have taken place within the IT culture over the past four years, Amado says there hasn't been much resistance from his staffers. That's partly because the seeds for the IT department's transformation were planted throughout the 1990s as the organization intensified its focus on understanding and aligning itself more closely with the business.

"The organization was looking for that road map of where we were going and why," Amado says. "I wanted to make sure we were crystal clear on the value this organization delivers."

Amado's ability to communicate is one of his strengths, says Meta Group's Rubin. "Joe likes to look not at qualitative benchmarks but [at] his business partners and whether he and his group are doing a good job for them," he says.

Looking ahead to 2005, Amado will be working to improve business processes through the use of IT. While the processes are owned by business units (for example, supply chain management is overseen by the logistics department), IT is focused on how those processes work from an end-to-end systems perspective, he says.

The goal: continuous improvement. "I feel good about where we are today because of what I hear from our clients," says Amado. "Are we great? I think we're getting close." **EW 50839**

DID Joe Amado gauge his IT team's performance against a number of customer service-oriented metrics. Here are just a few of the results.

In 2002, the Philip Morris USA IT group completed 35 major projects. In 2003, it completed 70. In 2004, it will complete more than 100.

Project-delivery success has improved from about 60% to 85%.

Over the past two years, average IT employee satisfaction has risen from 2 to a 3.93 on a scale of 1 to 5.

During the same time period, average internal client satisfaction with IT services and value has risen from 2 to 4.

The company didn't qualify as one of Computerworld's Best Places to Work in 2002. In 2003 it was No. 43. This year it's No. 17.

It placed No. 6 in the career development category in Computerworld's Best Places rankings.

Thomas Hoffmann



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**P**ARTNERSHIPS are a fact of life in today's world. Strong IT partnerships have the power to vitalize and even transform a business, provided you follow a clear strategy and manage them carefully.

At the Wharton School of the University of Pennsylvania, we've developed partnerships that not only serve our IT needs but also contribute to the overall mission of the university. The strategy we follow is straightforward enough to work for any IT organization: First, serve the customer — in our case, that's faculty and students — and second, build the brand.

I rely on four basic techniques to maintain and leverage partnerships. And while it's true that businesses come in different shapes and sizes, any company can apply these concepts to create opportunities for growth.

#### 1. Insure the Essentials

The most crucial collaborations are what I call "insurance policies." These are the must-have partnerships that support infrastructure and critical services. Although they're the most obvious kinds of partnerships, they're not necessarily the easiest to fall down. It can take time to find the right fit.

At Wharton, our relationship with IBM fits into this category, because when it comes to our infrastructure, we know the company will be there when we need it.

One of the tough lessons I've learned is that many vendors may not be able to deliver what you need. A few years ago, we temporarily lost our entire application environment, which was running on another vendor's servers. When we really needed top-notch support, it was clear that our old vendor's best just wasn't good enough. Our partnership with IBM works because the company understands our operation and has the resources to deliver on its commitments. This provides us with the stability and confidence to extend our reach beyond the basics.

#### 2. Promote the Brand

An insurance-policy partnership gives you the freedom to explore other opportunities, like partnerships that can build your brand. An example of this at Wharton is Wharton Research Data Services (WRDS), our financial research tool.

When we first developed WRDS, we were simply responding to the needs of students and faculty, who wanted a comprehensive research tool for financial data. We formed partnerships with



At Wharton's GRD, IBM provides the infrastructure for the Wharton School of the University of Pennsylvania.

## POWERFUL PARTNERSHIPS

Here's how the Wharton School has leveraged IT vendor collaboration to reap unexpected rewards.

BY DEIDRE WOODS

Standard & Poor's Compustat unit and the Center for Research in Securities Prices at the University of Chicago Graduate School of Business to secure the necessary data, and we developed a unified, Web-based interface to these and other data sets in 1996.

Not long after the launch of WRDS, one of Wharton's top competitors inquired about buying the service for its students. After other schools contacted us, we realized we had a great opportunity to build Wharton's brand. So we pursued additional partnerships with data providers, transforming a tool developed for internal customers into the leading resource for academic financial data.

Today, WRDS serves 115 top-tier academic institutions and is academia's de facto standard for financial data research. Thousands of times each day, when researchers at, say, Harvard or

Stanford look up financial data, it's the Wharton brand they see.

#### 3. Tap New Technology

You can also use partnerships to tap — and perhaps shape — new technologies and products. They can even fuel business transformations to keep you ahead of the competition.

For example, Adobe Systems Inc.'s PDF files are now ubiquitous, but it wasn't that way in 1993, when Wharton was a beta-test site for Adobe's new Acrobat technology. Our partnership based around the PostScript technology had put us on the inside track by the time Adobe began to explore electronic document technologies. Wharton has been a test site and an early adopter of each new generation of Acrobat technologies, allowing us to integrate them into our operations much more quickly than would have been possible otherwise.

Wharton's relationship with Macromedia Inc. also shows how IT partnerships can transform an organization. Early adoption of Macromedia technologies such as DreamWeaver, ColdFusion and Flash have been key to the development of Spike, our award-winning student intranet. Communications on campus were streamlined and redefined through this early implementation of an information portal. Spike, which has been recognized as an industry best practice, is now in its 10th version. And Macromedia technologies continue to underpin many of Wharton's intranet and Web-based services, including our main Web site and the advanced simulations developed by Wharton's Learning Lab.

These relationships work not just because great products are involved but also because the vendors are willing to be full-fledged partners. Uncovering such opportunities takes trial and error, of course, but the right investment ultimately more than pays for itself.

#### 4. Share the Wealth

We also use IT partnerships to benefit other areas of Wharton in ways that stretch far beyond IT's normal realm. We've called on partners to help serve various school initiatives, and in the true spirit of partnership, the benefits flow in both directions.

For example, our online business magazine, *Knowledge@Wharton*, which has 400,000 readers, recently ran interviews with top executives of some of our IT partners, including Adobe CEO Bruce Chizen and Macromedia Chairman and CEO Rob Bregman.

We've invited a number of CEOs from partners such as Xerox Corp. and Adobe to visit Wharton and meet with faculty and students. We're also looking into setting up career services programs with our partners to give Wharton graduates access to job opportunities at top technology firms while giving our partners access to some of the country's top MBA students.

None of the partnerships I've mentioned are new, and that's no coincidence: Strong partnerships take time to build. Be prepared for some false starts, because it often takes a while to find the right fit for your company. And don't forget that true partnerships are a two-way street. The way to make the relationship work is to ensure that it's mutually beneficial. **© 50642**

Woods is associate dean and CIO at the Wharton School of the University of Pennsylvania. Contact her at woods@wharton.upenn.edu.

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# Finish THE Feud

**HOW TO GET USERS AND THE HELP  
DESK TO PLAY NICELY TOGETHER.**  
BY ALAN S. HOROWITZ

**F**EW AREAS in business create more sparks, conflict and frustration than the interplay between tech support and its customers. Expectations on both sides are often unrealistic, and appreciating each other's position is tough. Here are some tips to help take the sting out of the help desk/customer relationship.

**EDUCATE** Who, you may ask, has the

time and money to train users? But training pays. The managing director of IT at a New England hospital chain who didn't want to be identified says one of his facilities, a large city hospital with 700 to 800 physicians, does little user training. A smaller community hospital, with about 100 physicians, teaches its staff everything from logging on to putting in orders and getting reports.

The payoff: Tech support gets complaints every day from the city hospital,

but it has had only two in the past six months from the community hospital.

**INFILTRATE** Well-placed and well-trained users can help relieve the pressure on both sides. Quadron Corp., a Minneapolis manufacturer of rubber and plastic components, has as its first line of tech support a business person in each department who has been trained by IT to handle support issues.

Called IT coordinators, these users understand software applications and other technical issues typical of their departments and provide tech support in addition to their regular jobs. Only when they can't solve a problem does IT get involved.

According to Steve Paskach, vice president of IT, this decentralized model has shortened the time it takes to solve users' technical problems from four hours to about five minutes, with the coordinators able to handle about 85% of the questions.

**AUTOMATE** Simplifying manual processes is what IT is for — and it can lead off problems. The IT staff at Harrah's Entertainment Inc., a Las Vegas-based gaming and hotel company, found that when users were on the road, they often had trouble using their laptops to communicate through the company network. "We had to walk people through the process of setting up their laptops innumerable times," says senior vice president of IT and CIO Tim Stanley.

So IT developed a script that users access through an icon at the bottom of their screens. Launching the icon automatically handles all the setup issues. The result: If, if any, support calls.

**DIFFERENTIATE** Users should be encouraged to do some things, but others are best left to professionals. They need to know the difference. "The R's are always a good place to start: reboot, restart, replug and retry," says Dave Farrow, director of IT finance and customer support at packaging maker Smurfit-Stone Container Corp. in Chicago.

Cora Calhoun, director of support services at Lanier Worldwide Inc. in Atlanta, concurs, saying that if a user is on a PC, rebooting is a good idea. "For anything else, I would prefer they call."

**COMMUNICATE** "You cannot overcommunicate with your user community," says Jim Burdick, vice president and CIO at Smurfit-Stone. When there's a problem, the company quickly e-mails all users. IT also publishes an annual

A detailed description of the problem  
A record of error messages received  
as they appeared on the screen  
The operating system in use  
The software and version in use  
Whether this is a recurring problem  
User contact or callback information

report that discusses the partnership between business and IT.

**ENUNCIATE** Help desk workers should explain things carefully and encourage users to ask them to repeat things if they don't understand, Calhoun says. Always encourage questions, and never make users feel embarrassed to ask.

**DEMONSTRATE** Help desk workers should never accept abuse. Frustrated users may take it out on tech support, but workers should politely let users know when they are out of line.

Sometimes, user abuse isn't what it seems. Mary Backus, director of library information and customer service at Middlebury College in Middlebury, Vt., tells of a student who would swear and shout every time she called the help desk. The tech support people asked a supervisor to talk to the student. The student was shocked to hear about her reputation. She said she loved tech support. She wasn't swearing at them; she was aiming her venom at her computer, which she hated.

**RELATE** Even the best help desk staff can't read minds. If no one answers at the help desk, CIO Steve McDowell of Holiday Retirement Corp. in Salem, Ore., has a tip for users: Leave a message. "If we don't receive a message, we can't help," he says. "And users are almost always more frustrated the second time they call."

**RECIPRODATE** Finally, when the help desk solves a problem, users should do what their mothers taught them: say thank you. **505854**

Horowitz is a freelance writer in Salt Lake City. Contact him at [alan@ahorowitz.com](mailto:alan@ahorowitz.com).





# Finish THE Feud

**HOW TO GET USERS AND THE HELP  
DESK TO PLAY NICELY TOGETHER.  
BY ALAN S. HOROWITZ**

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# Career Watch

## Most Wanted

### HOTTEST TECH SKILLS

- Operating systems  
1. Unix  
2. Windows  
Databases  
1. Oracle  
2. SQL  
Programming languages  
1. C, C++  
2. ASP

### MAJOR MARKETS

1. Washington (including Baltimore, Northern Virginia, Southern Maryland)  
2. New York (including Long Island, Westchester, Northern New Jersey)  
3. Silicon Valley (including San Francisco, Oakland, San Jose)  
4. Los Angeles (including Riverside and Orange County)  
5. Chicago (including suburbs)

### WHAT IT'S WORTH

Average IT annual salary: \$63,301  
Contract: \$86,475  
Permanent: \$61,933

### CONSULTANT COUNTDOWN

Permanent jobs: 33,381  
Contract jobs: 25,463

**SOURCE:** The job, location and salary information is based on November job postings on Dice.com.

## Holiday Bonus? Humbug!

MOST U.S. COMPANIES won't award a holiday bonus this year, according to a survey of 271 U.S. companies by Hewitt Associates Inc., a human resources services firm in Lincolnshire, Ill.

But the percentage of organizations offering performance-based bonuses has continued to rise, from 59% in 1995 to nearly 80% in 2004.

Hewitt's study found that 85% of

companies providing holiday bonuses budgeted less than 1% of payroll expenses for these awards, while 9% budgeted 1% to 2% of payroll. The monetary value of these awards varies by type. For example, companies plan to spend a median of \$550 per employee on cash awards and a median of \$25 on both gift certificates and food.

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### REASONS FOR ELIMINATING HOLIDAY BONUS:

- Cost 65%
- Entitlement issues 37%
- Development of pay-for-performance programs 28%

### REASONS FOR CONTINUING HOLIDAY BONUS:

- Appreciation 54%
- Tradition 24%
- Morale 17%

### HOLIDAY BONUS AWARDED?



### ASK A PREMIER 100 LEADER



Vice president of technology

The Weather Channel Interactive Inc., Atlanta

Aggravate is this month's guest Premier 100 IT Leader, answering readers' questions about new job opportunities and skills development. If you have a question you'd like to pose to one of our Premier 100 IT Leaders, send it to [ask\\_a\\_premier\\_100\\_leader@computerworld.com](mailto:ask_a_premier_100_leader@computerworld.com) and watch for the column each month.

In the current environment of outsourcing and jobs going overseas, what are the new opportunities in the IT market for the next five years? I see growth and a premium paid for people focused on security and, as always, database work. I

also see a premium for individuals with cross-platform experience—for example, Linux (Unix) and Windows. And see a severe shortage of Flash programmers—not designers, but coders.

I'm a J2EE programmer. I have more than two years of experience, but I'm still not able to find a job. I want to take an IT course that might help me. Can you make a suggestion? Yes. Broaden your skills. It would be helpful if you were proficiently able to code in other areas, such as HTML, Flash, JavaScript and C++, for example.

I'll be 28 when I graduate with a bachelor's degree, and I've also done a short technology internship. Will my age hurt my chances of landing an entry-level job? Also, which fields (like database administration or programming) do you think will remain somewhat immune to offshoring? No, your age won't hurt you. But in regard to offshoring, no area is completely immune. That depends on the philosophy of the company at which you work. However, of the two choices you provide, I would expect that database administration jobs would be less likely to be moved offshore.

## H-1B Visas Upped

Responding to pressure from high-tech businesses and industry groups, Congress approved an increase in the number of H-1B visas to be awarded in the current fiscal year from 65,000 to 85,000 but restricted the additional visas to specially qualified students. The legislation, included in the omnibus budget bill, reportedly allows foreign-national master's and Ph.D. graduates of U.S. universities to apply for the additional H-1B visas.

High-tech trade groups and businesses such as Microsoft Corp. and Intel Corp. have been urging Congress to raise the cap, while organizations representing IT workers wanted Congress to keep this year's cap at 65,000.

That cap was reached on Oct. 1, the first day of the federal government's 2005 fiscal year. It was the first time that the visa quota had been met so quickly.

— Patrick Thibodeau

## IT Security Boom

83%

Employer 30 full-time and five part-time staffers is ultimately directed by the CIO

Has 13 years of general IT experience plus seven years in security. Holds multiple security-related certifications, including at least one that's vendor-neutral and one that's vendor-related.





# Career Watch

| NOTES<br>(TRENDS)   | MAJOR MARKETS  | WHAT IT'S WORTH  |
|---|--|--|
| <b>Operating systems</b><br>1. Unix<br>2. Windows<br><br><b>Databases</b><br>1. Oracle<br>2. SQL<br><br><b>Programming languages</b><br>1. C, C++<br>2. ASP | 1. Washington (Including Baltimore, Northern Virginia, Southern Maryland)<br>2. New York (Including Long Island, Westchester, Northern New Jersey)<br>3. Silicon Valley (Including San Francisco, Oakland, San Jose)<br>4. Los Angeles (Including Riverside and Orange County)<br>5. Chicago (Including suburbs) | <b>Average IT annual salary: \$68,361</b><br><b>Contract: \$68,475</b><br><b>Permanent: \$61,663</b><br><br><b>CONSULTANT<br/>COUNTDOWN</b><br><b>Permanent jobs: 33,361</b><br><b>Contract jobs: 28,463</b> |

Source: Hays, Inc., a leading national recruiting firm, based on data from its December 2004 survey of IT professionals.

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|   |     |
|---|-----|
| • Cost  | 60% |
| • Excessively issues                          | 37% |
| • Development of pay-for-performance programs | 26% |

### REASONS FOR CONTINUING HOLIDAY BONUS:

|                |     |
|----------------|-----|
| • Appreciation | 54% |
| • Tradition    | 34% |
| • Morale       | 17% |

### HOLIDAY BONUS AWARDED?



### Q&A

**Q: I'm a Java programmer. I have more than two years of experience, but I'm still not able to find a job. I want to take an IT course that might help me. Can you make a suggestion? Yes: Broaden your skills. It would be helpful if you were proficiently able to code in other areas, such as HTML, Flash, JavaScript and C++, for example.**

**Q: I'll be 28 when I graduate with a bachelor's degree, and I've also done a short technology internship. Will my age hurt my chances of landing an entry-level job? Also, which fields (like database administration or programming) do you think will remain somewhat immune to offshoring? No, your age won't hurt you. But in regard to offshoring, no area is completely immune. That depends on the philosophy of the company at which you work. However, of the two choices you provide, I would expect that database administration jobs would be less likely to be moved offshore.**

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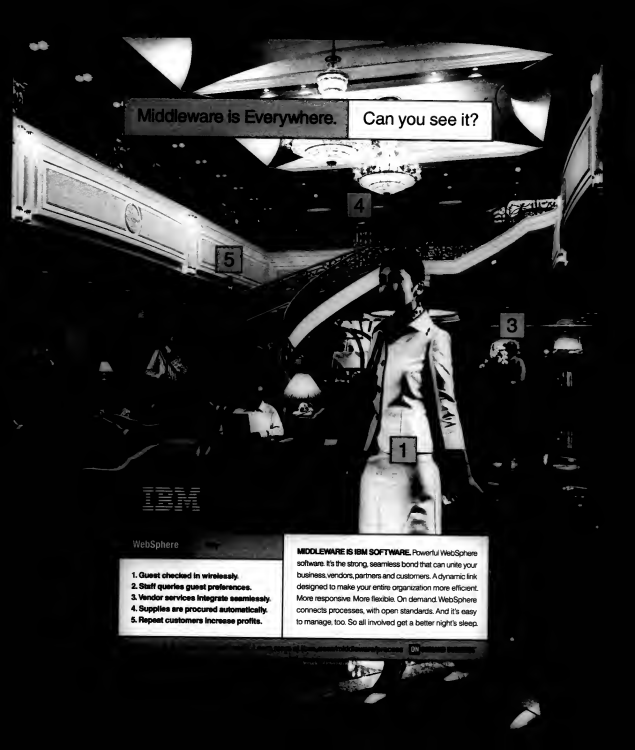
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BART PERKINS

## Don't Outsource These!

WHEN A COMPANY considers outsourcing, there are many discussions regarding the benefits of contracting out specific functions or processes, but it's equally important to discuss what your company should not outsource.

Not all functions are viable candidates for outsourcing. There's an important distinction between the operation of a function and its management controls. If you outsource a function's management controls, you essentially abdicate responsibility for its execution and day-to-day management. This is particularly true in offshore situations, where "out of sight, out of mind" is a common pitfall. Never outsource responsibility for the effectiveness and overall success of a function.

Many management controls come under the auspices of project, program and supplier management positions. As IT builds less and buys more, these specialized skills are critical to your organization's success. Deciding to keep these functions in-house doesn't preclude augmenting your staff with outside resources, however. Consultants provide valuable expertise, independent objectivity and staffing flexibility.

Here are some other functions you shouldn't outsource:

■ **Strategic planning.** You have to establish your own strategy, plan and architecture. Companies often hire outside specialists to assist with this process, but you and your staff must ensure that it accurately reflects the direction in which your organization wants to move. Having your staff participate also builds buy-in and gets

commitment to the plan's implementation.

■ **Activities subject to massive business change.** Every contract needs to be developed with enough flexibility to protect your business interests when change occurs. In times of dramatic business change, it's nearly impossible to anticipate and provide contingencies for every possible outcome. Moreover, if you try to provide for too many contingencies in the contract, the outsourcer will have to charge you for its flexibility, and the costs may become prohibitive.

■ **Poorly run systems or processes.** In general, outsourcing a broken process or system means it will still be broken. Fix it before you outsource it. One exception is when you are able to adopt the outsourcer's process or system unchanged in order to solve a problem. For example, one company had multiple payroll systems in its business units. Adopting an outsourcer's payroll system allowed the company to get around the political infighting and standardize the payroll process across the enterprise. But be cautious about accepting someone else's solution to your problem.

■ **Critical systems and processes.** Business processes and systems that differentiate you from your competition should be kept confidential. You need the required technical skills and deliv-

ery capability in-house, with minimal assistance from outside resources.

■ **IT customer relationship management.** You need to own the relationship with in-house and external customers. Your outsourcer may help customers with requirements and implementation, but you're ultimately responsible for the customer's satisfaction and the project's success. If you neglect customer relationships, you may get blindsided. One CIO hired an outsourcer to upgrade Oracle Financials in a business unit. In the process, the outsourcer convinced the business unit to switch to PeopleSoft. The company's financial systems are no longer standardized and the CIO has support issues.

■ **Compliance management.** The recent increases in regulatory mandates make compliance management too critical to outsource (though you may need consultants to develop compliance programs or audit financial systems). For example, when your CEO and CFO sign their Sarbanes-Oxley statements, they need you to vouch for the integrity of the IT systems. No one else can provide this assurance without exposing your company to risk.

■ **IT management support.** The functions that help manage the IT organization need to stay in-house in order to be effective. Financial management, people management and security management shouldn't be outsourced.

Determining what to retain inside your organization is as important as determining what to outsource. In addition, the more critical a function is to your business, the more crucial it is to keep the associated management controls in-house. Leverage the success of your outsourcing efforts by selecting the right things to outsource and the right things to keep. ☐ 50906

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commitment to the plan's implementation.

■ **Activities subject to massive business change.** Every contract needs to be developed with enough flexibility to protect your business interests when change occurs. In times of dramatic business change, it's nearly impossible to anticipate and provide contingencies for every possible outcome. Moreover, if you try to provide for too many contingencies in the contract, the outsource will have to charge you for its flexibility, and the costs may become prohibitive.

■ **Poorly run systems or processes.** In general, outsourcing a broken process or system means it will still be broken. Fix it before you outsource it. One exception is when you are able to adopt the outsource's process or system unchanged in order to solve a problem. For example, one company had multiple payroll systems in its business units. Adopting an outsource's payroll system allowed the company to get around the political infighting and standardize the payroll process across the enterprise. But be cautious about accepting someone else's solution to your problem.

■ **Critical systems and processes.** Business processes and systems that differentiate you from your competition should be kept confidential. You need the required technical skills and deliv-

ery capability in-house, with minimal assistance from outside resources.

■ **IT customer relationship management.** You need to own the relationship with in-house and external customers. Your outsource may help customers with requirements and implementation, but you're ultimately responsible for the customer's satisfaction and the project's success. If you neglect customer relationships, you may get blindsided. One CIO hired an outsource to upgrade Oracle Financials in a business unit. In the process, the outsource convinced the business unit to switch to PeopleSoft. The company's financial systems are no longer standardized and the CIO has support issues.

■ **Compliance management.** The recent increases in regulatory mandates make compliance management too critical to outsource (though you may need consultants to develop compliance programs or audit financial systems). For example, when your CEO and CFO sign their Sarbanes-Oxley statements, they need you to vouch for the integrity of the IT systems. No one else can provide this assurance without exposing your company to risk.

■ **IT management support.** The functions that help manage the IT organization need to stay in-house in order to be effective. Financial management, people management and security management shouldn't be outsourced.

Determining what to retain inside your organization is as important as determining what to outsource. In addition, the more critical a function is to your business, the more crucial it is to keep the associated management controls in-house. Leverage the success of your outsourcing efforts by selecting the right things to outsource and the right things to keep. ■ 50906

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## IT Careers in Insurance

While IT professionals continue to monitor a fairly slow job market, there's one industry segment that is seeing heightened competition for filling jobs. Andy Baker, human resources senior manager for Allstate Insurance Co., says in Chicago-based candidates are again seeing multiple offers. "One of the biggest challenges we have, as an industry, is building awareness. When we go to career fairs, individuals say things like 'Allstate does technology? I thought they just hired agents,'" Baker says.

Baker's comments are echoed by two of the country's most technologically savvy insurance companies — Progressive and Nationwide. Between the three firms, nearly 1,000 job openings exist for the coming months. Research indicates that the insurance industry is one of the industries most likely to invest in technology, and tech leaders estimate that between 3 and 4 % of revenues are invested in new capabilities each year.

Nationwide Property & Casualty CIO Mark Torkan says the primary reason the industry is a good choice for IT professionals is that the sector has been relatively stable, the use of technology is aggressive, and there remains plenty of room for technology advances. "Technology provides the enablers for how we [as insurers] improve growth and profitability," says Torkan. "The nature of the projects we're

working on is increasingly complex, and we're looking to do these with a faster time to market. That really drives up the skill set and competency required."

Nationwide employs 5,000 IT professionals in the Des Moines and Columbus (OH) areas. The company is committed to development for its staff, including ensuring how many jobs and promotions are filled from within as evidence of success. The skill sets include program management, object-oriented skill sets, requirements engineering and architecture, as well as information security. "We want to have all the talent we need internally," adds Torkan.

Progressive, which is based in Mayfield, OH, has projects lined up for 2005 that range from a new billing system to building a second major data center and application development center. Progressive has claimed numerous awards for its use of technology, beginning with its position as the first auto insurer to launch a website and the first to receive a customer payment via a personal digital assistant (PDA).

Frank Holowach, business IT director at Progressive, says competencies include "people intimately involved in

understanding the real business issues facing the company." This includes speed of service to the customer, enabling agents to open policies for customers more easily and faster and tools that give customers more control over their insurance policy. "Creativity and business go hand in hand," says Holowach. "We promote this in our culture and look for it when hiring. We look for strategic and creative people — doers and leaders — who challenge the status quo, take risk and initiative and thrive in a free-thinking, creative environment."

Allstate's Baker says the insurer will continue pushing the envelope, requiring additional IT professional staff members in the areas of application development, data-center technology, software evaluation, technical architecture, database administration and information security. "We are all looking for the same people — people with insurance or financial services experience," he says. "It is a different type of data, and that data is an asset."

At with all the insurers, Allstate is looking for strong leaders and project managers who have experience in the full lifecycle of application development and implementation. Another characteristic being sought is cross-platform experience as different parts of the company have legacy client/server and web-based architecture.

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# Making a List

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“I don’t think so, big guy,” said the elf sitting next to him, scrolling down the computer screen. “But how about we take a break from the kids and decide what all these IT people will get under the tree?”

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“Oracle’s lawyers are doing that right now,” Santa said, looking over the elf’s shoulder. “Give him a genuine IBM PC. It’ll be a collector’s item soon, just like Larry’s thin clients. Who’s Chris Stone?”

“The guy that got Novell into the Linux business, then bailed out when he didn’t get to be boss. Rumor was it’s because he had some rough edges,” said the elf. “We’ve also got Sanjay Kumar, who got to be big cheese at Computer Associates and then had to quit this year after he was indicted.”

“Put them both down for books by Martha Stewart,” said Santa. “An etiquette manual for Stone and, for Kumar, her prison memoirs. Maybe those guys at Lycos who came up with the screen saver that’s impolite to spammers could use an etiquette book too.”

“Except now some virus writers have created a fake version that infects the user instead of annoying the spammers,” replied the elf. “Do you think the Lycos folks would

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“Let’s see, for the vendors who make electronic voting machines, make us bus tickets to the North Carolina shore in January. That’s when they’re rerunning an election that went bad because the spiffy new machines lost thousands of votes. And send the Linux gang a pool of legal pads — they’ll need them while rewriting the GPL.”

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FRANK HAYES, Computerworld’s senior news columnist, has covered IT for more than 20 years. Contact him at frank.hayes@computerworld.com

## Not What I Had in Mind

A bank’s IT staff replaces some server disk drives, and just for fun, this IT manager pilot fish hands a tech a sledgehammer to make sure the data is destroyed. “Rather than going outside, he decided to pound them right next to our main cash vault — the one with vibration sensors to detect penetration attempts,” says Ish. “Eventually, we got the situation resolved, but it took a little explaining to the rather tense police officer with his gun drawn and aimed at us.”

### So?

This school’s IT coordinator pilot fish is showing voice-recognition

software to the principal, who asks the nearby custodians to watch too. “I opened a bunch of windows on-screen, then uttered the command, ‘Close all windows,’” a fish says. “The computer closed every window. When I didn’t hear the expected coos and ahhs, I looked up to see the custodian waiting for all the windows in the room to close. Needless to say, they weren’t that impressed.”

### Unclear on The Concept

Government field staffer gets his first PC and cell phone, but something’s not working, so he calls the help desk. Pilot fish asks him to dial up on his phone line, then call fish on his cell phone. “He said his phone was in the truck, but the cord wouldn’t reach from there to the computer,” says fish. “When told to unplug the cell phone and bring it to the PC, he said that wouldn’t work because he didn’t have any of those types of plugs in the house. The call went downhill from there.”

### SHARK TANK

### Then Wait For Her

Boss sitting up a new office calls the help

desk desperate for assistance with copying a file to a floppy disk, reports an IT pilot fish. “Our department secretary says, ‘All of his calls are busy — why don’t I send our trainer over to show you how to do it and answer any questions you might have?’” fish says. “The administrator replies, ‘I don’t need to know how. I’ll have a secretary for that.’”

### Problem Solved

Pilot fish e-mails his résumé to a technical manager. “Some mail filters block Microsoft Word documents because they can contain macros viruses, so I first converted my file to rich-text format,” fish says. “The response: ‘Our scanning filter found your résumé ending in .rtf to be suspicious. If you’d like to resend as a Word doc, please do.’” Fish sends a note explaining that Word files are much more likely to be a problem. Tech manager: “Ah! I know in that I do not have your résumé. If you are interested, please resend it.”

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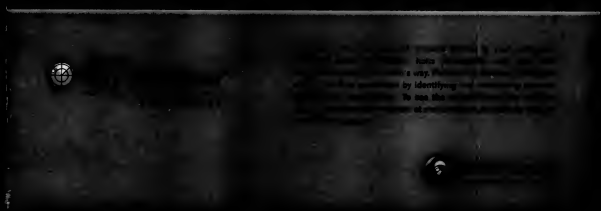
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